

FINAL EVALUATION OF THE SSIREC PROJECT

**EVALUATION REPORT**

by

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## ABBREVIATIONS

BPRI	Best Practices for Roma Integration (project)
CCF	Community Counseling Forum
CDP	Community development plan
CPD	Commissioner for Protection from Discrimination
CSO	Civil society organization
CUP	Community Upgrading Project
EU	European Union
IDM	Institute for Democracy and Mediation
IPA	Instrument for Pre-Accession Assistance
LGU	Local government unit
MedAlb	Albanian Institute of Medicinal Plans
MoSWY	Ministry of Social Welfare and Youth (formerly the Ministry of Labor, Social Affairs, and Equal Opportunities)
MoU	Memorandum of Understanding
NCCS	National Center for Community Services
OSCE-ODIHR	Organization for Security and Co-operation in Europe Office for Democratic Institutions and Human Rights
PA	People's Advocate
SSIREC	Supporting Social Inclusion of Roma and Egyptian Communities (project)
TRCR	Technical Regional Committee for Roma
UNDP	United Nations Development Programme

**CONTENTS**

<b>SUMMARY .....</b>	<b>5</b>
<b>1. INTRODUCTION.....</b>	<b>6</b>
<b>2. ANALYSIS .....</b>	<b>11</b>
<b>3. FINDINGS .....</b>	<b>28</b>
<b>4. BEST PRACTICES AND LESSONS LEARNED.....</b>	<b>32</b>
<b>5. RECOMMENDATIONS.....</b>	<b>34</b>
<b>ANNEX 1: TERMS OF REFERENCE.....</b>	<b>37</b>
<b>ANNEX 2: WORK PLAN.....</b>	<b>51</b>
<b>ANNEX 3: FINAL MISSION AGENDA .....</b>	<b>58</b>
<b>ANNEX 4: STAKEHOLDERS INTERVIEWED .....</b>	<b>63</b>
<b>ANNEX 5: PARTICIPANTS IN FOCUS GROUPS .....</b>	<b>66</b>
<b>ANNEX 6: RESEARCH INSTRUMENTS .....</b>	<b>68</b>
<b>ANNEX 7: MOST SIGNIFICANT CHANGE STORIES.....</b>	<b>80</b>
<b>ANNEX 8: SOURCES CONSULTED .....</b>	<b>83</b>

## SUMMARY

### Background

The object of this evaluation is the project “Supporting Social Inclusion of Roma and Egyptian Communities” (SSIREC), which was implemented by UNDP Albania in partnership with the Ministry of Social Welfare and Youth (formerly the Ministry of Labor, Social Affairs, and Equal Opportunities) with financial support from the European Union from July 2012 through June 2015.

The project was designed to create a social, economic, and intercultural development model with the overall objective of contributing to the social, economic, and political empowerment of Roma and Egyptians in Albania and the specific objective of improving the social inclusion of vulnerable Roma and Egyptian communities. The substantive components of the project correspond to five expected results:

- (1) Increased participatory local planning through preparation of community development plans and implementation at local level of small-scale infrastructure projects identified and prioritized by local Roma and Egyptian communities;
- (2) Increased capacity of Roma and Egyptian civil society organizations (CSOs) to combat discrimination and to access national and international financial support schemes;
- (3) Increased employability among Roma and Egyptians through incubation of self-employment and income generation initiatives;
- (4) Increased capacity of the Department of Social Inclusion in the Ministry of Social Welfare and Youth (MoSWY) to monitor implementation of the national strategy for Roma and the corresponding action plan; and
- (5) Raising awareness on social inclusion and appreciation of cultural diversity.

### Findings

*Relevance.* The project activities and their expected results were clearly designed to respond to Roma and Egyptians’ needs and are consistent with the corresponding national strategic and legal frameworks.

*Effectiveness.* The project produced most if not clearly all of the expected results, the sole possible exception being the employability component. Here, the project introduced an innovative model for incubation of self-employment and income generation initiatives, but the effect of this model on the employability of Roma and Egyptians was not yet clear at the time of the evaluation.

*Efficiency.* SSIREC provided sustained technical support to a diverse group of stakeholders, with an estimated delivery rate of over 95% of total budget. Approximately 65% of project funds contributed directly to improvement of living conditions and accessibility of social and public services to Roma and Egyptian communities. Most of the expected results were produced on time, with a six-month, no-cost extension allowing the completion of budget activities.

*Impact.* Although the end of a three-year project is too early to measure overall project impact, the information gathered in the course of the evaluation suggests that SSIREC has made tangible and visible positive changes at individual, community, and institutional level which would not

have taken place in the absence of the project. In total, approximately 10 000 individuals (2 500 households) benefited directly from project activities.

*Sustainability.* The degree to which the benefits of the project can be expected to continue after the conclusion of the project varies among the project's five thematic areas:

- Notwithstanding the considerable successes of the project component on local participatory planning, the ongoing territorial-administrative reorganization raises questions about its sustainability.
- The CSO capacity built in the framework of the project has already proven an important basis for sustainability, with some CSOs securing funding from sources outside SSIREC before the project ended.
- It is not yet possible to assess the prospects for sustainability of the activities to increase employability among Roma and Egyptians.
- While the national action plan for Roma and Egyptians generated with project support can be expected to provide benefits at least through 2020, the sustainability of the capacity building activities with the Department of Social Inclusion at MoSWY depends on more stability in staffing than was the case during project implementation.
- Awareness about social inclusion and appreciation of cultural diversity within the general population can be expected to persist in the absence of the project, but require reinforcement in order to become more widespread.

### **Recommendations**

1. Consider inclusion of Egyptians in future initiatives aimed at social inclusion of Roma.
2. Conduct a follow-up evaluation of project impact in 2-3 years' time.
3. Replicate and/or adapt the SSIREC model of participatory local planning.
4. Continue support to Berat to respond to outstanding need and learn how the ongoing territorial-administrative reorganizations affects one of the project municipalities.
5. Monitor the operation of the intercultural community centers established through the project..
6. Promote cooperation and knowledge transfer between local, grassroots Roma and Egyptian NGOs on the one hand and better-established CSOs with wider geographical coverage on the other.
7. Monitor beneficiaries of SSIREC income-generation activities with an eye to possible scaling up of the incubation model introduced through the project.
8. Take incubation periods into account by starting income-generation activities early in project implementation.
9. Base crop selection on market research to mitigate the risk of income-generating activities backfiring.
10. Link income generation with access to housing, exploring ways either to fulfill existing requirements or to arrange appropriate modifications of the requirements.
11. Continue support to MoSWY and its sectoral approach to social inclusion.
12. Activate the RomAlb web-based monitoring and reporting system to ensure the availability of data on implementation of the new action plan for Roma and Egyptians.
13. Continue efforts to influence public discourse, building on the apparent successes of SSIREC's national awareness and advocacy campaign.
14. Secure Roma and Egyptian presence in public administration.

### **1. INTRODUCTION**

### **1.1. Project outline**

The object of this evaluation is the project “Supporting Social Inclusion of Roma and Egyptian Communities” (SSIREC), which was implemented by UNDP Albania in partnership with the Ministry of Social Welfare and Youth (formerly the Ministry of Labor, Social Affairs, and Equal Opportunities) with financial support from the European Union from July 2012 through June 2015.

The evaluation has two overall aims:

- (1) To measure the extent to which the SSIREC Project has implemented activities, delivered outputs, and attained the outcomes detailed in the project document and in associated modifications made during implementation; and
- (2) To generate substantive evidence-based knowledge in the form of best practices, lessons learned, and recommendations for improved future assistance.

Taking into account Albania’s aspiration of accession to the European Union (EU) and the long-standing social exclusion of the country’s Roma and Egyptian populations, the project was designed to create a social, economic, and intercultural development model with the overall objective of contributing to the social, economic, and political empowerment of Roma and Egyptians in Albania and the specific objective of improving the social inclusion of vulnerable Roma and Egyptian communities. The model drew on insights gained through previous UNDP interventions and was applied in areas inhabited by Roma and Egyptians in three regions: Berat, Korça, and Vlora.

The substantive components of the project correspond to five expected results:

- (1) Increased participatory local planning through preparation of community development plans and implementation at local level of small-scale infrastructure projects identified and prioritized by local Roma and Egyptian communities;
- (2) Increased capacity of Roma and Egyptian civil society organizations (CSOs) to combat discrimination and to access national and international financial support schemes;
- (3) Increased employability among Roma and Egyptians through incubation of self-employment and income generation initiatives;
- (4) Increased capacity of the Department of Social Inclusion in the Ministry of Social Welfare and Youth (MoSWY) to monitor implementation of the national strategy for Roma and the corresponding action plan; and
- (5) Raising awareness on social inclusion and appreciation of cultural diversity.

The project activities were organized under six work packages:

- (1) Establishing project management structures and procedures
- (2) Developing participatory local planning and small-scale infrastructure projects
- (3) Strengthening civil society capacity to combat discrimination
- (4) Job promotion for Roma and Egyptian communities
- (5) Providing support for implementation of the Roma Strategy and Decade Action Plan
- (6) Preparing and implementing a visibility and communication campaign

The current report presents the findings of the evaluation, which was conducted by a two-person team consisting of an international consultant and a national consultant with the support of the UNDP project team in June and July 2015. The report's introductory section consists of the current sub-section and a description of the design of the evaluation. An analysis of project performance by work package and activity mainstreaming a human rights-based approach and results-based management is given in Section 2, which constitutes the main section of the report. The third section of the report consists of a synthetic presentation of the results of the analysis in Section 2 in terms of the standard evaluation criteria relevance, effectiveness, efficiency, impact, and sustainability. Looking ahead to future initiatives aimed at social inclusion, Section 4 provides an inventory of best practices and lessons learned, while Section 5 offers guidelines to the main users of the evaluation for replicating and/or adapting best practices and for making use of lessons learned from project implementation.

Also included in the report is a set of annexes containing additional documents relevant to the design and implementation of the evaluation. These include:

- The Terms of Reference for the international and national consultant;
- The approach and schedule for the evaluation as generated by the evaluation team and approved by UNDP;
- The final agenda of the field work conducted in the framework of the evaluation;
- Information on the participants in the interviews and focus groups conducted in the framework of the evaluation;
- The research instruments used in the evaluation, including focus group questions, interview guides, and the questionnaire for an online survey with Roma and Egyptian CSOs;
- A set of Most Significant Change Stories; and
- A list of key documents consulted in preparing the evaluation.

## **1.2. Methodology**

Combining desk review and field work, the evaluation made use of five mutually complementary research methods:

- (1) Documentary analysis
- (2) Online survey
- (3) Semi-structured interviews
- (4) Focus groups
- (5) Unstructured observations

*Documentary analysis.* The documentary analysis undertaken in the framework of the evaluation focused primarily on documents produced for the purposes of the project, including but not limited to the project document and its modifications; work plans (both overall and periodical); logical framework; objectives vs. results matrix; and progress reports on project implementation. Relevant documents in this category were provided mostly by the project team following discussion with the evaluation team.

Also covered by the analysis are reports prepared by other stakeholders which attend to the project. A list of key documents is provided in Annex 8.



*Online survey.* A brief online survey was conducted to gather information from the Roma and Egyptian civil society organizations (CSOs) which participated in project activities aimed at strengthening civil society capacity to combat discrimination and/or to successfully participate in national and international financial support schemes. Participants for the online survey were identified by the project team, which also distributed the survey questionnaire via electronic mail as a Word document for return to the national consultant. Of the 18 survey questionnaires disseminated, a total of nine completed questionnaires were received by the national consultant. The survey questionnaire is included in Annex 6.

*Semi-structured interviews.* The main stakeholder categories targeted by the semi-structured interviews were government institutions (at central, regional, and local levels) and international organizations (EU, UNDP program management and field staff). Interviews were also organized with representatives of relevant CSOs, with Goodwill Ambassadors for Cultural Diversity and with reporters who received the training manual on minority issues produced and disseminated in the framework of the project and/or who were awarded prizes on issues of social inclusion.

A preliminary list of stakeholders to be interviewed was prepared by the evaluation team for discussion with the project team. The project team subsequently fine-tuned the list on the basis of relevance and the availability of relevant stakeholders to participate in interviews in the period 29 June-6 July 2015, when the field research was conducted. The total number of stakeholders interviewed is 54 (of whom 30 female). Interview guides are provided in Annex 6.

Interviews were conducted in Albanian and English, with the national consultant taking on most of the interviews conducted in Albanian and the international consultant handling most of the interviews with English-speaking stakeholders. UNDP provided an interpreter for interviews conducted by the international consultant with stakeholders lacking proficiency in English.

Whereas most interviews were conducted by either the national consultant or the international consultant with a single stakeholder, both members of the evaluation team participated together in some interviews, and some interviews were held with up to three stakeholders simultaneously. With the exception of the interview with the Project Manager, which was held via Skype, all interviews were conducted in person.

*Focus groups* were employed in order to gather information from members of local Roma and Egyptian communities in Berat, Korça, and Vlora regions. The stakeholder categories targeted via focus groups included beneficiaries of public information campaigns on public and social services; recipients of start-up tool kits for income diversification; beneficiaries of Community Upgrading Projects (CUPs); and women farmers benefiting from project activities.

Participants in focus groups were identified by the project team on the basis of general guidelines provided by the evaluation team. A total of 37 members of local Roma and Egyptian communities (including 21 women) participated in the five focus groups held in the

framework of the evaluation. All focus groups were conducted in Albanian by the national consultant. The main questions used in the focus groups are included in Annex 6.

*Unstructured observations.* The field research in Berat, Korça, and Vlora regions included visits to sites in which project activities were implemented, including intercultural community centers in Berat, Korça, and Pogradec; roads constructed with project support in Otlak and Pogradec; and the kindergarten rehabilitated with project support in Novosela. A site visit was made also to the National Transitory Center for Emergencies in Tirana.

As a complement to the interviews and focus groups planned as part of the field research, during the site visits unstructured observations were undertaken in order to provide the evaluators with a more concrete sense of the project environment as it affected and was affected by the implementation of the project activities. These observations proved particularly important for understanding the CUPs supported through the project.

While the research methods were deployed as planned, the evaluation encountered a set of constraints and limitations which should be noted insofar as they can be expected to affect the results of the evaluation. Arguably the most significant of these was the timing of the evaluation, much of which was conducted during the final weeks of the project, with only two days of the field work overlapping with project implementation. This affected the availability of stakeholders, including members of the project team based both in Tirana and in the regions covered by the project. An additional issue of timing was the fact that local elections had taken place the week before the main field work of the evaluation affected the availability of local authorities for participation in the evaluation.

The availability of data on project performance was affected also by the low response rates to the online survey, such that the results of the survey do not provide a strong independent basis for general conclusions about the activities undertaken under Work package 3 (although the limited results of the survey reinforce the findings generated on the basis of the other methods employed in the evaluation). Finally, language barriers presumably affected the ability of the international consultant to grasp some of the nuances expressed by interviewed stakeholders.

## **2. ANALYSIS**

### **2.1. Work package 1: Establishing project management structures and procedures**

The project was implemented by UNDP in partnership with MoSWY (and the regional authorities of Berat, Korça and Vlora, with the support of the project management team composed of 11 staff members operating in four regional offices (Tirana, Berat, Korça and Vlora). There were some delays in the project start-up phase related to staff recruitment and setting up the regional offices, which led to a six-month no-cost extension. The no-cost extension was cited by representatives of UNDP and MoSWY as extremely useful for allowing satisfactory completion of project activities.

UNDP in general and the Tirana-based project team in particular were highly appreciated at all levels (i.e., ministries, local authorities, project staff based in project localities, CSOs, beneficiaries) for their engagement and for their efficiency. Taking into account that the project team's ability to adapt project activities to respond in timely fashion to changes in the project environment was put to the test by restructuring of MoSWY and by MoSWY's urgent need to address the situation of forcibly evicted Roma families in the course of project implementation, the statement by a representative of MoSWY that "UNDP delivers fast and well" is particularly meaningful. Representatives of other international organizations interviewed in the framework of the evaluation praised UNDP's approach in relation to the project as collaborative, consultative, and coordinating.

An added value of the project management team was the recruitment and engagement of qualified staff including Roma and Egyptian individuals in the position of Project Manager and community facilitators. These individuals played a vital role in understanding community needs, facilitating access to vulnerable communities, organizing community-led activities, encouraging participation of the community, and supporting the process of defining community priorities for the implementation of the community development projects under Work package 2. At the same time, the risk of perceptions of bias was managed through participatory decision-making procedures involving multiple members of the project team and making this approach known to stakeholders outside UNDP.

The project was implemented based on the approved work plan July 2012-June 2015. Work on the project was guided by a Project Management Committee made up of representatives of government at central, regional, and local levels, CSOs and project management. The Project Management Committee was assessed highly as an instrument for project management, particularly in relation to monitoring project implementation and to making adjustments to the design of project activities as necessitated by conditions in the local communities covered by the project.

### **2.2. Work package 2: Developing participatory local planning and small-scale infrastructure projects**

Work package 2 was assessed by the stakeholders interviewed in the framework of the evaluation as the most successful component of the project. While the six activities which comprise this work package are treated individually below, stakeholder assessments often point

to links among the activities as an important factor of their success. Thus, this work package was appreciated for enabling Roma and Egyptians to raise community needs and to take an active role in setting the local development agenda for follow-up with local budget provisions, as well as for overcoming antagonisms between communities (thanks in large part to the work of Roma and Egyptian facilitators) to bring about genuine improvements in cooperation among local Roma and Egyptian communities, CSOs, and local authorities. As stated by a local official in Berat, “It was the first time that [...] Roma and Egyptian needs and priorities were raised in an organized and structured way to our municipality. We came to identify a large informal Roma and Egyptian community that we were not aware of, let alone their needs. Thanks to this project we established regular communication with them and planned joint intervention with UNDP to respond to their priorities.”

It was also noted that the participatory planning model developed under this work package provided a basis for interventions under other work packages (e.g., small grants for CSOs under Work package 3), as well as for interventions outside the project, with the validity of the identified priorities demonstrated by funding from other actors for elements of the Community Development Plans discussed below in Section 2.2.5. Otherwise stated, key elements of the success of the activities undertaken under this work package are their spillover effects.

### *2.2.1. Rapid assessment of potential intervention areas*

The project contributed in developing three regional profiles for Berat, Korça and Vlora in consultation with the respective local governments, regional authorities, and Roma/Egyptian CSOs, as well as non-Roma/Egyptian CSOs and community members. The regional profiles provide an overview of social and economic information on Roma and Egyptian settlements in each region including commonalities and specificities, the challenges that Roma and Egyptian communities face in accessing and making use of public services, representation in local government structures and media as well as inclusive policies and practices at local level targeting Roma and Egyptian communities.

The regional profiles were prepared by the Local Community Development Facilitators with facilitation by the Institute for Democracy and Mediation (IDM), an organization with prior experience in participatory planning at local level. Selected through a tender procedure, IDM divided the assessment into three phases:

- (1) Identification of local community leaders;
- (2) Establishment of working groups consisting of 20-25 participants each and bringing together regional and local levels; and
- (3) Community mapping/needs assessment by way of a survey and community fairs.

As presented by the interviewed representatives of IDM, Roma and Egyptian facilitators played a crucial role in the success of all three phases of the assessment process.

The regional profiles provided a useful picture of commonalities and differences among the three regions covered by the project. Commonalities of the situation of Roma and Egyptians across the three regions include lack of employment opportunities, underdeveloped infrastructure, and limited access to social services. With regard to differences, handcrafting and civil society are most developed in Korça, which also offers better possibilities for integration due to its proximity to Greece, ethnically diverse population, and better overall economic situation relative

to Berat and Vlora regions. At the same time, agriculture is more developed in Berat and Vlora regions than in Korça region.

The regional profiles served as baseline documents for guiding the planning, implementation and monitoring of activities in the three target regions. The data provided in the regional profiles led to the identification of eight local units as the focus of participatory planning and infrastructure development interventions.

### *2.2.2. Community mobilization/self-help activities*

The project supported and promoted active citizenship culture among Roma and Egyptian communities through support to the development and implementation of a total of 78 activities by the Roma and Egyptian Community Counseling Forums (CCFs) mobilized through the project. Themes of the activities, which aimed at community mobilization, self-help, and dissemination of information, included coalition building, cultural exchange, environmental protection, equal access to quality education, human rights, marketing of artisan products, voluntarism, and women's empowerment.

While the self-help/community mobilization/information activities were not a major focus of the evaluation and could not be observed in the course of the evaluation, available evidence suggests that they contributed to raising awareness about human rights access to them while supporting cultural diversity and cross-community exchange at local level. As presented by members of the project team, the combination of these activities with sports and recreational events contributed to increasing the involvement of Roma and Egyptian youth together with their non-Roma/Egyptian peers and thus to improved relations between Roma and Egyptians on the one hand and non-Roma/Egyptians on the other.

### *2.2.3. Reinforcing Roma and Egyptian representation at local level*

The actions undertaken under this activity served the purpose of raising the capacity of Roma and Egyptian activists on the one hand and non-Roma/Egyptian local officials on the other to work together in approaching the problems faced by local Roma and Egyptian communities.

The project contributed to reinforcing Roma and Egyptian representation in local government through the support provided by local community development coordinators and Roma and Egyptian community facilitators in the three regions. The coordinators and facilitators supported local officials to facilitate meetings of Technical Regional Committees for Roma (TRCRs) established in the framework of the project. The TRCRs supported Regional Committees on Assessment of Social Needs in tracking progress on implementation of national social inclusion policies for Roma and Egyptians.

Also under this activity, SSIREC provided training workshops to local authorities in order to raise their capacity for participatory medium-term budgeting. Additionally, the project produced a guidebook on participatory planning and budgeting for use as training material at the workshops and reference material by local authorities in their work after the training. Both the workshops and the guidebook drew on expertise provided by IDM.

The project strengthened the capacities of Roma and Egyptian CSOs to take the leadership of CCFs to represent Roma and Egyptian communities in local participatory planning and budgeting processes in the three regions covered by the project. In total, ten CCFs involving over 150 Roma and Egyptians were mobilized to prioritize among local infrastructure needs. The priorities identified by the CCFs in turn provided the basis for the remaining activities under this work package.

#### *2.2.4. Memoranda of Understanding between UNDP and LGUs*

Institutional cooperation with regional and local authorities was formalized through Memoranda of Understanding (MoUs) with a total of 10 local and regional authorities in the three regions covered by the project, as shown in the table below.

**Table 1. Memoranda of Understanding with local and regional authorities**

<b>Region</b>	<b>Local and regional authorities</b>
Berat	Otlak Commune Berat Municipality Berat Regional Council
Korça	Buçimas Commune Korça Municipality Pogradec Municipality
Vlora	Novosela Commune Shushica Commune Vlora Municipality Vlora Regional Council

By the terms of the MoUs, local government units (LGUs) committed to provide financial resources, technical expertise, or other in-kind contributions for designing and/or carrying out projects to address the infrastructure needs of local Roma and Egyptian communities.

#### *2.2.5. Community Development Plans*

Under the auspices of the project, four Roma and Egyptian Community Development Plans (CDPs) were generated to benefit a total of eight neighborhoods in the three regions. Led by IDM, which provided a model for the plans and templates for monitoring their implementation in addition to the guidebook described in Section 2.2.3 above, the CDPs were produced on the basis of participatory planning and budgeting processes bringing together local authorities, CCFs, and a team of experts including six qualified Roma and Egyptians (two in each region, half of whom were women).

The interventions foreseen in CDPs relate not only to infrastructure, but also to ‘soft’ actions (e.g., tax exemptions for Roma and Egyptian entrepreneurs, employment of Roma and Egyptian in local administration). As explained by the interviewed representatives of IDM, inter-local CDPs were drafted where the identified priorities coincided among the communities covered in each region. By way of contrast, separate plans were drafted for Korça and Buçimas in order to take into account differences in the priorities identified in those two localities.

Stakeholders at local level not only provided positive assessments of the model as introduced and deployed in the framework of the project, but also praised the applicability of the model for Roma and Egyptian settlements not targeted by the project. As stated by a local official in Vlora, “We are planning to develop a Community Development Plan for the Roma and Egyptian community in Delvina in partnership with MoSWY. The positive experiences of interventions implemented by SSIREC in Novosela and Shushica communes are guiding us in this process in close consultation with local Roma and Egyptian CSOs.”

### 2.2.6. Community Upgrading Projects

Ten infrastructure projects responding to community needs and priorities were identified, selected, funded and implemented through the project. These Community Upgrading Projects (CUPs) contributed to better access to public services (education, health care, employment, market), improved living conditions (better environment and housing) and facilitated social inclusion and interaction with mainstream society. An overview of the infrastructure projects supported through the project is given in the table below.

**Table 2. Community Upgrading Projects co-financed under the project**

Region	Locality	CUP prioritized and agreed for funding
Berat	Berat Municipality	Construction of kindergarten/health/intercultural community center
	Otlak Commune	Construction of main road and sewage in Roma neighborhood
Korça	Pogradec Municipality	Rehabilitation of Intercultural Community Center at the City Cultural Center
	Korça Municipality	Construction of Community Intercultural Center and Sports Ground
	Pogradec Municipality	Rehabilitation of Pelion road
	Korça Municipality	Rehabilitation of a neighborhood square in Korça
Tirana	Shtish-Tufina	Rehabilitation of the National Transitory Center for Emergencies
Vlora	Novosela Commune	Rehabilitation of kindergarten and library of nine-year school
	Shushica Commune	Construction of the neighbourhood road in Roma community
	Vlora Municipality	Rehabilitation of Llonxhe road in Partizani quarter

Source: Final Report

The infrastructure interventions were selected through participatory processes organized with CCFs and were co-funded by LGUs with financial and in-kind contributions. Selection criteria were established considering the number of beneficiaries; affordable construction, running, and maintenance costs; and the sustainable impact on the social integration of Roma and Egyptian communities. All infrastructure projects have been completed and handed over to the relevant institutions.

Road construction featured among the infrastructure interventions selected in all three regions covered by the project. The rehabilitation of the Pelion road in Pogradec contributed to improved school attendance by better connecting the local Egyptian community with a nearby private school offering social and material support in addition to education. In Otlak Commune (Berat Region), the road and sewage project supported by SSIREC contributed not only to an increase in school attendance among children from the village, but also to a significant improvement of the living conditions and quality of life of the targeted community. As a local official there put it, “We got these people out of the mud. There was no road and people basically were walking in mud up to the knee and the sewage waters were running freely in the area being a threat to the health of the community and the children playing around it.” The work undertaken with SSIREC support in Otlak further served as the basis for two additional projects financed by the Ministry of Urban Development for housing reconstruction in Roma and Egyptian settlements in the area.

In Novosela Commune (Vlora Region), the reconstruction of a kindergarten with support from the project has not only contributed to increasing attendance by Roma and Egyptian children, but has also proven an excellent model of social inclusion where Roma and Egyptian children on the one hand and non-Roma/Egyptian children on the other learn and play together. Further, the new kindergarten has served as an incentive for local government to rehabilitate the primary school next to it with the support of Albanian Development Fund. Planning is also underway for upgrading the surrounding infrastructure (access road and playground/green area) with an eye to creating a friendly and safe learning environment for the children from the community.

Intercultural community centers were established with support from the project in three localities. The first such center to open was the one in Berat. This center, which was designed to serve also as a health clinic and kindergarten, operates as part of the municipality, but the health and education services provided through the center are administered by the Regional Health Directorate and the Regional Education Directorate, respectively. The staffing arrangements for the center reflect this institutional division of labor, with the municipality seconding the center’s coordinator while two other members of staff are employed by regional authorities. At the time of the field visit (late June 2015), however, the capacity of the center was not utilized completely because some of the needed material resources (e.g., medical supplies) were not available. As a result, the healthcare worker assigned to the center was not present in the center. According to the coordinator of this center, resolution of the situation depends on the Regional Health Directorate and the Ministry of Health, but lobbying by municipal authorities is needed to initiate the necessary dialogue. The center has been more successful in securing continuity in the operation of the kindergarten, with the kindergarten’s staffing and operational costs covered by the Regional Education Directorate. Additional training and awareness raising activities in connection with the kindergarten will be supported by the Tirana-based CSO Help for Children from September 2015.



The second intercultural community center to open with support from SSIREC was the one in Pogradec. According to the center's coordinator, a young Egyptian woman employed by the municipality, the center has contributed to improving relations between local authorities on the one hand and local Roma and Egyptian communities on the other. As presented by the coordinator, particularly important for this purpose was the coordinator's ability to relate through her own personal experiences with members of local Roma and Egyptian communities initially reluctant to trust a representative of the municipality as a result of negative experiences in the past. Additionally, the center has proven itself a resource for non-Roma/Egyptians by handling the case of a 17 year-old ethnic Albanian victim of human trafficking.

In Korça, the intercultural community center commenced operations in early 2015 but had not yet been formally inaugurated by project conclusion. With a coordinator yet to be hired by the municipality, the center's visibility and accessibility to the local community is limited, but representatives of CSOs participating in a focus group held in the framework of the evaluation reported that they were able to make use of the center for meetings and trainings. As presented by a representative of local government there, the location of the center in a non-Roma/Egyptian neighborhood demonstrates the center's intercultural orientation (even amid some calls from within the local Roma and Egyptian community that the center be placed in a Roma/Egyptian area) and bodes well for fulfilment of its intended integrative function. Also relevant is the proximity of the center to the municipal directorate of social services, which is frequently visited by members of the local Roma and Egyptian community. At the time of the field visit, the municipality of Korça was in the process of hiring a coordinator of the center from the local Roma and Egyptian community.

Differences among them notwithstanding, the three intercultural community centers have in common that they serve as informational resources for members of Roma and Egyptian communities on their rights to public and social services and on how to exercise those rights. For this purpose, the centers make use of information packages produced in the framework of the project. Also available through the intercultural centers are other SSIREC knowledge products, including regional profiles, CDPs, and research studies.

In addition to the support provided through the project for CUPs in the three regions where the main project activities at local level were implemented, SSIREC supported the establishment of a National Transitory Center for Emergencies in the Shtish-Tufina area of Tirana following approval by the EU Delegation of a December 2013 request for reallocation from MoSWY. Responsibility for the Center, which was established to house a group of 53 Roma families forcibly evicted from informal housing elsewhere in Tirana, was subsequently taken over by the state, with the international organization Terre des hommes providing additional support for on-site educational and psycho-social services. UNDP's ability to support the creation of urgently needed infrastructure for operation by and handover to the state was assessed in positive terms by center staff, representatives of MoSWY, and representatives of international organizations. At the same time, some representatives of international organizations expressed concerns about the absence of long-term solutions for the Center's current inhabitants; as stated by one interviewed stakeholder in this category, the Center is sustainable as a permanent institution "to host not a stock of people but a flow."

### **2.3. Work package 3: Strengthening civil society capacity to combat discrimination**

Consisting of three activities, Work package 3 received predominantly favorable assessments from the stakeholders who participated in the evaluation. As was the case with Work package 2, the activities under Work package 3 were widely perceived as closely intertwined with one another. Insofar as the small grant program described in Section 2.3.3 contains elements of the capacity building and networking activities which constitute the foci of Sections 2.3.1 and 2.3.2, respectively, this perception is appropriately understood as a success of this work package.

#### *2.3.1. Assessment, capacity building, and networking of CSOs*

The project mapped the training needs of local Roma and Egyptian CSOs through a capacity and training needs assessment. The findings of the assessment were used as the basis for developing and customizing a comprehensive training and coaching program to support organizational capacity building for 15 CSOs in the areas of project management; advocacy and lobbying; human rights; and networking to enable them to advocate effectively and thus to influence policy-making at local level to facilitate access to services for Roma and Egyptian communities.

A representative of local government in Korça presented increased capacity among Roma and Egyptian CSOs as the most significant result of the project. According to this interlocutor, requests from Roma and Egyptian CSOs have grown more realistic, addressing more substantive problems than prior to the intervention. By way of contrast, one representative of a Roma CSO in Berat underlined the outstanding need for basic office infrastructure to make it possible for his and other organizations to apply learning from the training program, calling for the municipality to provide a coordination office for CSOs in order to increase access to office equipment and information.

The interviewed representative of the National Center for Community Services (NCCS), which led implementation of this activity, singled out as a success of the project cooperation (and reduced competition) between Roma CSOs on the one hand and Egyptian CSOs on the other. The development of cooperation between Roma and Egyptian CSOs was also cited as a benefit of the project by representatives of organizations in both categories. In another form of networking, the project stimulated some independent civic activists to consider the next phase of organization, thus contributing to the establishment of new CSOs among activists who participated in capacity building activities offered through the project. Particularly in Berat Municipality, where no Roma CSOs operated prior to the project, this form of networking is of great importance for addressing gaps of organized representation.

#### *2.3.2. Supporting collaboration of Roma and Egyptian CSOs with non-Roma/Egyptian CSOs*

Interviewed representatives of Roma and Egyptian CSOs based outside Tirana generally expressed the view that SSIREC effectively strengthened links between Tirana-based CSOs and local grassroots CSOs. One representative of an Egyptian CSO in Korça, however, expressed skepticism about Tirana-based CSOs with activities elsewhere, stating that their capacity to implement activities outside Tirana is less than that of CSOs established at local level.

#### *2.3.3. Small grant program*

Following the training and coaching package described in Section 2.3.1, a small grant program offered Roma and Egyptian CSOs the opportunity to develop and implement small-scale community development projects in line with the priorities of Decade of Roma Inclusion. Through the three calls for proposals under the program, 18 small-scale projects were supported in the range of 10.000-15.000 USD each. Three of the supported projects were implemented as partnerships between Roma and Egyptian CSOs on the one hand and non-Roma/Egyptian CSOs on the other.

The projects funded under the small grant program were appreciated for strengthening CSOs' capacity in project management, bringing them closer to their respective communities, enhancing their visibility, and promoting networking among organizations. As stated by a representative of a Roma CSO in a response to the online survey conducted in the framework of the evaluation, "UNDP's small grants program supporting Roma and Egyptian CSOs is unique and tailored to our needs. For the first time a grants program targeted Roma and Egyptian CSOs working at local level aiming at strengthening their project management capacities, bringing them closer to their communities, to each other and to local government. Usually in the past Roma and Egyptian issues were addressed by non-Roma CSOs from Tirana, who do not know our problems, but speak on our behalf."

The information gathered through the interviews and focus groups held in the framework of the evaluation further suggests that a significant proportion of the CSOs which received small grants were successful in mobilizing funding from other sources while implementing the SSIREC-funded projects. Consistent with this information, interviewed recipients of small grants generally also expressed confidence about their ability to apply successfully for funding from other donors, including grants under Instrument for Pre-accession Assistance (IPA). An exception to these general observations is an Egyptian CSO in Korça which received two small grants through SSIREC but has not been successful in accessing significant funding outside SSIREC.

With regard to the promotion of networking, receiving frequent mention among stakeholders was that the cooperation established through the small grant program between Roma and Egyptian CSOs on the one hand and non-Roma/Egyptian CSOs on the other had forged important links for collaboration on future projects. A response from a non-Roma/Egyptian CSO to the online survey noted that "[t]he experience gained through the support provided to Roma and Egyptian CSOs during the implementation of the grant has been a university to our CSO. We came to know more closely these communities, their problems, challenges, and culture and to join forces to advocate and lobby jointly with them to 'give voice to voiceless communities', to provide a solution to their social, economic, and political problems."

Also noted was that the small grants effectively served as incubators for project ideas, with relations among civic activists established through the small grant program providing a basis for participation in activities under Work package 4.

#### **2.4. Work package 4: Job promotion for Roma and Egyptian communities**

Stakeholders with an overview of the project who participated in the evaluation generally recognized the central role of employment as a basis for addressing other problems faced by Roma and Egyptians while noting that job promotion for Roma and Egyptian communities had proven the most difficult part of SSIREC. The links among the various forms of support offered under this Work package are less close than in the case of Work packages 2 and 3, with activities aimed at self-employment and entrepreneurship targeting different segments of Roma and Egyptian communities from the activities for promoting employment. In the view of the Project Manager, implementation of the activities under this Work package was affected as well by the difficulty of reaching a common understanding among stakeholders about the root causes of Roma and Egyptians' economic situation, how the situation can be improved most effectively, and the optimal division of labor among stakeholders in bringing about the needed improvement.

Notwithstanding the difficulties mentioned above, this Work package was appreciated for its deviation from a classical approach and its emphasis on employability and incubation of self-employment and income generation. This deviation from a classical approach and the resulting mix of options owes much to a recalibration of this Work package in the course of project implementation to emphasize self-employment and income generation over formal business development with an eye to diversifying sources of income among Roma and Egyptians as groups facing multiple disadvantages. Also appreciated were the cultural sensitivity and pragmatism demonstrated in taking into account the current occupational orientations of considerable segments of Roma/Egyptian communities. At the same time, however, while the outputs planned under this work package were generally produced, it is still early to assess the extent to which the work package will have a sustainable impact.

#### *2.4.1. Employment and business assessment*

An assessment of employment and entrepreneurship among Roma and Egyptians in the three regions covered by the project focused on the challenges faced by and the opportunities available to Roma and Egyptian job seekers, artisans, and potential entrepreneurs. Among the key findings of the assessment was that the formalization of informal businesses run by Roma and Egyptians, which tend to be fragile and at a competitive disadvantage on the mainstream market, risks doing more harm than good insofar as it places entrepreneurs at risk of simultaneously losing not only their business, but also access to social welfare. Taken together with the high level of informality among small businesses in Albania in general, this finding provided the basis for focusing the activities aimed at supporting self-employment and entrepreneurship on smaller income-generation activities.

#### *2.4.2. Supporting self-employment and entrepreneurship*

Drawing on the findings of the assessment described in Section 2.4.1, the approach taken to supporting self-employment and entrepreneurship among Roma and Egyptians emphasized partnerships with local professional service providers over formal business development. Key service providers for the implementation of this activity included the Albanian Institute of Medicinal Plants (MedAlb) and Auleda, as well as Regional Employment Offices. As part of this approach, the project provided Roma and Egyptian individuals and entrepreneurs with start-up tool kits and other material inputs (e.g., livestock, medicinal plants), as well as training and coaching on product design and marketing; support in generating a business

(“individual/investment”) plan; networking with professional associations and vocational training to access markets and earn a living through self-employment.

The coaching and other forms of follow-up provided through the project met with considerable appreciation among interviewed beneficiaries. Moreover, the interviewed representative of the Employment Office in Berat characterized the training of employment coaches and the publication *100 Innovative Ideas for Self-Employment*<sup>1</sup> as useful not only for Roma and Egyptians, but also for other job seekers and potential entrepreneurs. On the other hand, some interviewed representatives of MoSWY and international organizations expressed skepticism that a guidebook on self-employment could make a significant contribution to improving Roma and Egyptians’ employment situation. As presented by the Project Manager, such expressions of skepticism reflect a misunderstanding of the purposes of the guidebook, which were to support potential entrepreneurs in considering options for self-employment and to stimulate employment offices to expand their support from vocational courses, on-the-job training, and wage subsidies to assistance in planning self-employment.

Focus group discussions with recipients of start-up toolkits in the three regions covered by the project suggest that the intervention has been successful and beneficial to the recipients and their families. This is particularly relevant among individuals self-employed in occupations common among Roma and Egyptians (e.g., artisanry, construction work, hairdressing, music, painting), where some recipients reported expanding their income generation activity in partnership with family members. The few interviewed individuals who embarked on entrepreneurial endeavors less common among Roma and Egyptians (e.g., mobile phone business, photo studio) reported that the major risks they had taken were paying off, as they were doing quite well in their new businesses.

Self-assessments among recipients of material inputs were more mixed. For example, Roma and Egyptians who received piglets through the project reported that they had not been aware of the high initial costs associated with raising pigs. As a result, some project beneficiaries in this category declared an intention to sell the grown pigs, then to switch to breeding lambs and sheep so that they and their families can make use of the milk produced.

Of all of the actions taken toward implementation of all activities under all work packages of the project, stakeholder assessments of the success of the support provided for the production and marketing of sage varied most widely. The first phase of this action consisted in identifying Roma and Egyptian women with agricultural land and turned up a total of approximately 100 in four localities covered by the project (Buçimas, Otlak, Novosela, and Shushica). A second phase involved training in harvesting from seedlings, with the third and final phase of the activity including training on managing natural disasters, technical assistance and equipment for drying and soil preparation and advice on packaging and marketing the product.

Perhaps not surprisingly, the most positive views of this action came from the interviewed representative of MedAlb, which led the action. Characterizing support for agriculture in general as an important contribution to strengthening connections between beneficiaries and their places

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<sup>1</sup> United Nations Development Programme, *100 ide për tu vetëpunësuar* (Tirana: United Nations Development Programme, 2014).

of residence, this interlocutor explained that sage was selected on the basis of a feasibility study taking into account local climatic conditions, with the overall approach designed with an eye to sustainability. This interlocutor also explained that the marketing of the sage produced under this action was still at an early stage at the time of project conclusion, expressing an intention to continue the cooperation with the Roma and Egyptian women participating in the action. A separate analysis by MedAlb further attributed an observed drop in the selling price of sage to a deterioration in quality resulting from the use of chemicals, premature harvesting, and improper application of harvesting, drying, storage, and packing techniques.

A less positive view of the results of the support provided for sage cultivation through the project came from the outgoing mayor of Otlak, who characterized the action as successful from the standpoint of production and warehousing, but not that of marketing. Another stakeholder interviewed in the framework of the evaluation shared her understanding that the promotion of sage cultivation through the project had effectively flooded the market by increasing the supply of sage to the point where selling prices became too low to provide an income.

For their part, the recipients of sage seedlings who participated in the evaluation expressed a high level of satisfaction with the technical support provided by the project through MedAlb. They also noted that their decision to plant sage was based considerations of long-term profitability, as showcased in the study tour undertaken in Shkodra and research conducted in the target areas. Having reached the point of harvesting, drying, and packing the sage, however, project beneficiaries reported challenges in finding markets for their produce. Notwithstanding MedAlb's commitment to assist them in finding markets, lack of an overview of current sage market prices and lack of local market or collection sites has raised questions among beneficiaries about the opportunity cost of sage cultivation (new crop) in comparison with revenues from growing grain (traditional crop). These developments were summed up by one of the participants in a focus group in Vlora as follows: "We were convinced to plant sage as a profitable activity, but now we are not sure. The quality of sage is very good based on monitoring by MedAlb, but if we do not sell by October, or if the prices are not suitable, we are going to replant our land with grain. At least with grain we can feed our families."

#### *2.4.3. Promoting employment*

The project contributed to the employability of 341 Roma and Egyptian job-seekers, entrepreneurs and artisans from three regions through self-employment, entrepreneurship, internships and formal employment. Various methods were used for this purpose, including on-the-job training, direct hiring for infrastructure projects, and training in traditional skills and non-traditional skills (e.g., journalism, operating a video camera), as well as the self-employment coaching services described in Section 2.4.2. Additionally, the project assisted Roma and Egyptian individuals to gain work experience in public administration (Commissioner for Protection from Discrimination (CPD), MoSWY, People's Advocate Office (PA)) and local partner service providers (Auleda, IDM, and construction companies).

An overview of the number of beneficiaries of the project's job and entrepreneurship activities by type of activity is given in the table below. The total number of beneficiaries identified in the table exceeds the figure of 341 reported above because some beneficiaries participated in multiple activities.

**Table 3. Job and entrepreneurship promotion**

<b>Activity</b>	<b>Beneficiaries</b>
Individual investment plans and income generation toolkits	110
• <i>Sage cultivation</i>	55
• <i>Startups</i>	55
Vocational courses	90
• <i>Medicinal plant cultivation</i>	55
• <i>Camera operation, video editing, news reporting</i>	18
• <i>Other vocations</i>	17
On-the-job training	38
• <i>Employment coaching</i>	4
• <i>Facilitators for drafting Community Development Plans</i>	6
• <i>Young professionals contributing to new action plan for Roma/Egyptians</i>	2
• <i>Young professionals in CPD and PA</i>	2
• <i>Construction workers</i>	23
• <i>Auxiliary nurse</i>	1
Artisan product design and marketing support	30
Career advice	103

Source: Final Report

It should be noted that delivery of toolkits and other material inputs under this work package took place in the last six months of the project, with most relevant initiatives still in an incubation phase at the end of the project such that results could not yet be measured. According to members of the project team, the project's employment activities were more successful with Roma and Egyptian youth who had previously received training, allowing the project to provide them with an additional "boost" to access existing opportunities. The project appears also to have contributed to increasing Roma and Egyptian enrolment in training courses offered through employment offices in the three regions covered by the project. On the other hand, one representative of an employment office interviewed in the framework of the evaluation pointed to cultural differences as a challenge for the employment of Roma and Egyptians, explaining that Roma and Egyptians prefer to work independently and find it difficult to abide by strict rules.

#### *2.4.4. Monitoring and recalibration of support*

At the level of project design, the inclusion under this work package of an activity dedicated to making adjustments the need for which becomes apparent in implementing the other activities not only provides an excellent example of results-based management, but also points to UNDP's experience and expertise in promoting employment and in working with Roma and Egyptian communities. As noted by the project team, project implementation revealed a need on the one hand to emphasize small income-generation activities over formal business development and on the other hand to attend to the prejudices against Roma and Egyptians widespread in Albanian

society at large. Additionally, one Community Development Coordinator explained the project's emphasis on self-employment in terms of Roma and Egyptian's poor participation in a job fair organized with support from the project. As this interlocutor explained, the widespread lack of required qualifications among Roma and Egyptian job-seekers prompted a change in approach, designing simple jobs for existing qualifications to generate income for meeting basic needs.

## **2.5. Work package 5: Providing support for implementation of the Roma Strategy and Decade Action Plan**

Notwithstanding their common goal, the two activities under Work package 5 are functionally independent of one another, such that implementation of one does not directly affect implementation of the other. In this sense, the overall design of Work package 5 has more in common with that of Work package 4 than with Work packages 2 and 3. The information gathered in the course of the evaluation suggests that the success of both activities under this work package was effected negatively by factors beyond the reach of the project.

### *2.5.1. Supporting the Social Inclusion Department at MoSWY*

Support to the Social Inclusion Department at MoSWY consisted primarily of capacity building for monitoring and evaluation and contributing to the development of a new action plan for integration of Roma and Egyptians aligned with the *EU Framework for National Roma Integration Strategies*<sup>2</sup> and covering the period 2015-2020. Efforts at building capacity for monitoring and evaluation centered on the RomAlb web-based monitoring and reporting system, including most notable streamlining of indicators and identification of feasible data collection methods to allow measurability of interventions at central and local level. With an eye to making RomAlb operational and aligning its monitoring and reporting with the new action plan for Roma and Egyptians, SSIREC provided training and coaching support to a total of 112 officials representing local and central and institutions. Also provided through the project was technical assistance to facilitate multi-stakeholder consultation processes with line ministries and CSOs (both Roma/Egyptian and non-Roma/Egyptian) for the purpose of identifying tailored actions and social inclusion measures targeting Roma and Egyptians after 2015 along with appropriate sectoral indicators and data collection instruments. According to the interviewed representatives of MoSWY, however, while the training succeeded in building capacities within MoSWY and line ministries for monitoring and evaluation and led to adjustments to the monitoring system including but not limited to a reduction in the number of indicators to be monitored, the effects of the training were reduced by staff turnover at both central and local levels. Following the turnover of staff trained in monitoring and evaluation in general and in the use of RomAlb in particular, the system was not functional as of late June 2015, with plans for its relaunch in the third quarter of 2015 called into question by the ongoing territorial-administrative reorganization.

The process of developing a new action plan for Roma and Egyptians was positively assessed by the interviewed representatives of MoSWY. In particular, the sectoral workshops organized with project support were praised for giving line ministries a leading role in developing the document

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<sup>2</sup> European Commission, *An EU Framework for National Roma Integration Strategies up to 2020. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions COM (2011) 173 final* (Brussels: Commission of the European Communities, 2011).



and thus a clear stake in implementation. According to one of the interviewed representatives of MoSWY, this resulted in a change of attitude on the part of the line ministries, leaving them more motivated to handle issues faced by Roma and Egyptians within their respective institutions rather than relying on MoSWY. Adoption of the new action plan is expected in 2015.

### *2.5.2. Supporting institutions responsible for protection from discrimination*

SSIREC provided CPD and PA with both technical and personnel support. In the former category, the project commissioned a legal how-to manual and community outreach guide for use by CPD in addressing cases involving Roma and Egyptians. Additionally, technical advice was provided to PA for finalization of three legal amends on social housing, economic aid, and transfer of residence to address the situation of evicted Roma families in Tirana before the National Transitory Center for Emergencies was established (also with project support, as described in Section 2.2.6).

The personnel support provided through the project built on and continued support for Roma and Egyptian young professionals placed in CPD and PA through another EU-funded project, “Best Practices for Roma Integration” (BPRI), which was implemented by OSCE-ODIHR from January 2012 to March 2014. By available accounts (including those of the young professionals themselves), both young professionals were integrated in the work of their respective institutions during the year they spent there (with BPRI and SSIREC financing the positions for six months each). Both young professionals reported being involved not only in all cases involving Roma and Egyptians, but also in other cases, but neither CPD nor PA followed through on verbal commitments to create a permanent post. As of late June 2015, both young professionals managed projects implemented by Roma CSOs.

While the young professionals’ positions in CPD and PA were not made permanent despite apparent satisfaction with their performance, it is important to note that the establishment of permanent positions for Roma and Egyptians in these institutions was not an objective of the project, with project support to young professionals intended primarily to improve understanding of and outreach to Roma and Egyptians by CPD and PA. CDP’s conclusion of partnership agreements with Roma/Egyptians CSOs for internships following the experience with the young professional in that institution suggests that the project’s personnel support effectively contributed to a higher level of cooperation between CPD and Roma and Egyptian civil society.

## **2.6. Work package 6: Preparing and implementing a visibility and communication campaign**

The two activities under this work package are integrally related, with the first providing a basis for the second. Additionally, while the various actions under the second activity are analytically distinct from one another, they fit together as components of a broader campaign. Overall, the visibility and communication campaign made an important contribution to the presentation of Roma and Egyptians in the media, exposing Albanian society more than previously to issues faced by Roma and Egyptians with an eye to mitigating widespread negative perceptions about these groups. At the same time, common among interviewed stakeholders was the perception that despite some change in public discourse about Roma and Egyptians, most non-Roma/Egyptians remain largely indifferent to Roma and Egyptians’ concerns as such.

### 2.6.1. *Communication strategy and action plan*

A communication strategy and action plan were prepared at the beginning of the project for the purpose of communicating project results to beneficiaries, media, and the general public.<sup>3</sup> In addition to attending to EU visibility guidelines, the strategy seeks to promote public recognition of the project's partner institutions at both central and local level. Key components of the strategy and action plan include a network of prominent Albanian personalities from the arts, media, and sports ("Goodwill Ambassadors for Cultural Diversity"), as well as a network of Roma and Egyptian role models who have taken part in project activities. The strategy and action plan also introduce the slogan "You and me - Equal in diversity" to accompany the envisaged actions.

### 2.6.2. *National awareness and advocacy campaign*

A comprehensive communication campaign to promote social inclusion and cultural diversity under the slogan "You and me - Equal in diversity" was designed and delivered in the framework of the project. The campaign was supported by nine prominent personalities announced as Goodwill Ambassadors for Cultural Diversity on the basis of their previous contributions to cultural diversity. As explained by one such personality, "I was not nominated by chance Goodwill Ambassador for Cultural Diversity. I think I have earned this title through my work over many years to promote Roma and Egyptian artists on the stage and TV. They have talent and I have always involved them as instrument players and singers in my productions. In April 2015, a jazz band was promoted with Roma and majority music elements, which made it quite attractive to the public."

Also actively involved in delivering the communication campaign were successful Roma and Egyptian young people as role models. The participation of Goodwill Ambassadors and Roma and Egyptian models in talk shows proved an important vehicle for sharing with the general population the accurate and up-to-date information gathered under Work package 2 on the situation of Roma and Egyptian communities.

Through a partnership with the Albanian Media Institute, the project contributed to enhancing journalists' knowledge on Roma and Egyptian's situation along with skills in reporting on minorities, cultural diversity and issues of discrimination. One journalist who participated in relevant project activities provided the following characterization: "Roma and Egyptians do not receive media coverage, because they do not sell the newspaper. Even when they do, the coverage is limited and full of prejudices. Journalists have prejudices too. The training we received on Roma and Egyptian issues was useful in terms of understanding their social and economic situation, which were presented by representatives of the Roma and Egyptian community. Now we are more aware of challenges they face to civil registration, access to health care services, social housing and pre-school education. The information we received sensitized us to see the Roma displacement issue in August 2013 through different lenses and to present it to the public as an issue of human dignity."

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<sup>3</sup> Miriam Neziri Angoni, *Communication Strategy: Supporting Social Inclusion of Roma and Egyptian Communities in Albania (Berat, Korca & Vlora)* (Tirana: United Nations Development Programme, 2013).

A national contest on the best development story on minorities with a focus on Roma and Egyptians was organized, with three reporters awarded for their excellence in reporting on diversity. This action was appreciated not only for creating an immediate demand for constructive investigative journalism, but also for sensitizing journalists for covering issues affecting Roma and Egyptians in future. In the words of one award recipient, “The contest mobilized me to search for positive Roma and Egyptian models. I heard that the Ministry of Social Welfare and Youth had hired two of them in the ministry and went to meet and interview them. The story was a hit in the media as it was a non-classic example of two Roma and Egyptians who ‘made it’. I also did a TV feature after I received the prize on the request of the TV channel where I worked. The media should promote the positive models of this community, which quite often are subject to prejudices and stigma”

The project also ensured visibility in the national and social media of project activities and success stories. Three TV documentaries (“Equal in Diversity”; “When Dreams Become Reality”; “A Step toward Social Inclusion”) were produced and broadcast featuring project beneficiaries and representatives of key institutions (CPD, MoSWY, and PA). In addition to treating content relevant to the goals of the project, the documentaries were of high quality. At the same time, little is known about the number of persons reached with the documentaries.

A series of cultural events was organized in partnership with central and local authorities to promote talented Roma and Egyptian artists and artisans with an eye to greater acceptance of Roma and Egyptian identities. The events included artisans’ fairs, exhibitions, screening of documentaries, sports events, and stage plays. The information collected in the course of the evaluation suggests that these events were successful in increasing the visibility of Roma and Egyptian artists and artisans as equal members of society.

### 3. FINDINGS

Based primarily on the analysis in Section 2, this section offers a synthetic presentation of the findings of the evaluation in terms of the standard evaluation criteria of relevance, effectiveness, efficiency, impact, and sustainability.

#### 3.1. Relevance

At the end of the project as at the beginning, the objectives of SSIREC remain valid, with much work still to be done to improve the social inclusion of Roma and Egyptians in Albania and thus to empower Roma and Egyptians socially, economically, and politically. The project activities and their expected results were clearly designed to respond to Roma and Egyptians' needs, which were also verified through the participatory processes central to the design of the project, as well as in the research conducted in Albania prior to program design<sup>4</sup> and in additional research conducted in the course of project implementation. Additionally, the project's objectives and activities are consistent with those of the Government of Albania, as reflected in the *National Action Plan for Integration of Roma and Egyptians in the Republic of Albania, 2015-2020*<sup>5</sup> and responded to address identified institutional capacity gaps to operationalize and implement the strategic and legal frameworks in place.

#### 3.2. Effectiveness

Insofar as SSIREC produced most if not clearly all of the expected results, SSIREC fares well also from the standpoint of effectiveness:

- The participation of Roma and Egyptians in local planning was increased through the drafting of Community Development Plans and the identification, prioritization, design, and implementation of ten Community Upgrading Projects, including not only the three regions where most local-level project activities were focused, but also the infrastructure intervention leading to establishment of the National Transitory Center for Emergencies in Tirana. The Community Upgrading Projects have directly contributed to the improvement of living conditions in the beneficiary communities and beyond, forming synergies with the small grants provided through the project to enhance access to public and social services (e.g., civil registration, economic aid, employment, health care, pension schemes, pre-school education).
- Available information suggests that the capacity of Roma and Egyptian CSOs to combat discrimination increased, as did the ability of Roma and Egyptian CSOs to access national and international funding schemes.
- The project introduced an innovative model for incubation of self-employment and income generation initiatives, involving both employment offices and members of Roma/Egyptian communities in administering activities to improve Roma and Egyptians' employability. Notwithstanding the apparent potential of this model, the project's effect on the employability of Roma and Egyptians was not yet clear as of mid-July 2015, with more time needed to ascertain whether the relevant activities under Work package 4 had produced the expected result.

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<sup>4</sup> Hermine G. De Soto, Sabine Beddies, and Ilir Gedeshi, *Roma and Egyptians in Albania: From Social Exclusion to Social Inclusion* (Washington, D.C.: The World Bank, 2005); United Nations Development Programme, *At Risk: The Social Vulnerability of Roma in Albania* (Tirana: United Nations Development Programme, 2006).

<sup>5</sup> Ministry of Social Welfare and Youth, *National Action Plan for Integration of Roma and Egyptians in the Republic of Albania, 2015-2020* (Tirana: Ministry of Social Welfare and Youth, 2015).

- The Department of Social Inclusion at MoSWY was supported in producing a new action plan for Roma and Egyptians in line with the *EU Framework for National Roma Integration Strategies*, with the Department's capacity to monitor implementation of policies targeting Roma and Egyptians increased despite some losses due to staff turnover.
- Awareness about social inclusion was apparently raised and appreciation of cultural diversity cultivated within the general population.

### 3.3. Efficiency

With a total budget EUR 1 695 000, (EUR 1.5 million from the EU; EUR 150 000 from UNDP core funds, and EUR 45 000 from the Albanian government), SSIREC provided sustained technical support to a diverse group of stakeholders at central and local level over a three-year period, with an estimated delivery rate of over 95% of total budget by end of June 2015.

According to UNDP calculations, approximately 65% of project funds contributed directly to improvement of living conditions and accessibility of social and public services to Roma and Egyptian communities: 42% in the form of CUPs, 15% in strengthening and empowering CSOs and 8.3% in providing employment and self-employment opportunities to Roma Egyptian community members.

Most of the expected results were produced on time, with a six-month, no-cost extension allowing the completion of the project activities. It was too early at project conclusion, however, to assess whether the project had led to increased employability among the Roma and Egyptians participating in activities under Work package 4.

### 3.4. Impact

Given that the end of a three-year project is too early to measure the project's overall impact, few general conclusions can be drawn about SSIREC's impact. Moreover, the project's impact on the participation of Roma and Egyptians in local planning can be expected to be affected by the ongoing territorial-administrative reorganization.

Notwithstanding the limitations described above, figures on the number of project beneficiaries provide insight into the scale of the project and its potential impact. Approximately 2 500 households benefited directly from the activities implemented in the framework of the project: over 1 000 households in Korça, approximately 900 in Berat, and around 600 in Vlora. Expressed in terms of individuals, the total number of direct beneficiaries of the project is estimated at over 10 000.

The information gathered in the course of the evaluation suggests that SSIREC has made tangible and visible positive changes at individual, community, and institutional level which would not have taken place in the absence of the project. Many of the Roma and Egyptians participating in the evaluation – particularly young people – reported a shift in self-perception from victim of mainstream society to agent of change in partnership with mainstream institutions and other stakeholders. Community members also acknowledged positive changes in their living conditions resulting from the infrastructure projects and employment and entrepreneurship initiatives. Additionally, members of local Roma and Egyptian communities covered by the project credited SSIREC with improvements in community cohesion, cooperation, and social

interactions stemming from participation in cultural events, exchange visits, information campaigns, self-help and community mobilization activities, trainings, and volunteer work. Further, the trainings and small grants provided to Roma and Egyptian CSOs through the project contributed to strengthening organizational capacities and increasing the organizations' engagement in resolving concrete community issues, thus strengthening connections between CSOs and communities in such a way as to leave the CSOs better positioned to serve and assist their communities in the future.

Through SSIREC, vulnerable communities became part of a change model that serves as a benchmark for their development and social inclusion in the future. While aware that much work remains to attain social inclusion, they are also aware of the importance of their participation and cooperation with mainstream institutions at local and central level. At the same time, SSIREC contributed to recognition by governmental institutions at central and – particularly – local level of the needs and aspirations of Roma and Egyptian communities, contributing to sustainable improvement of Roma and Egyptians' situation through the active involvement these communities in making decisions and designing policies that affect them directly. The project also strengthened institutional capacities for designing, implementing, and monitoring policies targeting vulnerable communities.

The Most Significant Change Stories which comprise Annex 7 offer insight in how SSIREC has affected stakeholders in concrete instances.

### **3.5. Sustainability**

While attention to sustainability is apparent in SSIREC's overall design, the degree to which the benefits of the project can be expected to continue after the conclusion of the project varies among the project's five thematic areas:

- While UNDP's expertise in "making policies stick" was clearly demonstrated in the activities aimed at increasing Roma and Egyptian participation in local planning, the ongoing territorial-administrative reorganization raises questions about the sustainability of this project component, which will depend in large part on how the experience gained through the project is incorporated in the plans to be generated by the new territorial-administrative units.
- The CSO capacity built in the framework of the project has already proven an important basis for sustainability, with some CSOs securing funding from sources outside SSIREC before the project ended. Additionally, the statement by a representative of NCCS that cooperation with and support to Roma and Egyptian CSOs will continue beyond SSIREC bodes well for building further capacity.
- Because the effectiveness of the activities to increase employability among Roma and Egyptians is unclear, it is not possible to assess prospects for sustainability in this area. Encouraging nonetheless is the stated intention of the interviewed representative of MedAlb to continue working with the Roma and Egyptian farmers with whom contacts were established through the project.
- Whereas the national action plan for Roma and Egyptians generated with SSIREC support can be expected to provide benefits through 2020 (when it expires) and potentially beyond (to the extent that its implementation succeeds in establishing routines of cooperation and coordination among relevant entities), the sustainability of the capacity building activities

with the Department of Social Inclusion at MoSWY depends on more stability in staffing than was the case during project implementation.

- Awareness about social inclusion and appreciation of cultural diversity within the general population can be expected to persist in the absence of the project, but require reinforcement in order to become more widespread.

## 4. BEST PRACTICES AND LESSONS LEARNED

Drawing on Sections 2 and 3 to provide a basis for the recommendations which comprise Section 5, this section is aimed at distilling the evaluation into easily digestible information for planning future initiatives aimed at social inclusion. The first sub-section focuses on best practices, providing a brief inventory of approaches implemented through the project which have led to results meriting the approaches' replication and/or adaptation. In the second sub-section, the focus shifts to lessons learned, with insights from project implementation presented that should be taken into account in planning future initiatives.

### 4.1. Best practices

*4.1.1. Including Egyptians.* Although Egyptians lack official minority status in Albania and were therefore not a target group of state policies before the project, the approach taken by SSIREC was to address Egyptians as a group subject to social exclusion in many of the same ways as Roma. In addition to promoting dialogue and cooperation between Egyptians and Roma at a level previously unseen, SSIREC pioneered the inclusion of Egyptians in the national action plan generated with project support, effectively placing Egyptians on the national policy agenda for the first time in Albania.

*4.1.2. Consulting widely.* Throughout project implementation, UNDP ensured that the views of a wide range of stakeholders were heard, including not only local Roma and Egyptian communities and the relevant local and regional authorities, but also central-level government institutions, domestic CSOs, and international organizations. As a result, all relevant stakeholders interviewed indicated satisfaction that their input had been taken into account, with many also expressing feelings of ownership and pride. Through its many consultations, SSIREC succeeded in securing a level of good will toward the project in particular and UNDP in general all too rare in internationally funded development projects.

*4.1.3. Incentivizing responsiveness to community needs.* In order to bring action from local authorities to improve the situation of Roma and Egyptian communities, the project not only made use of consultation with local authorities, but also providing funding to address local needs. Moreover, rather than leaving to local authorities the decision as to which local needs to address with project support, SSIREC conditioned financing from the project on agreements with local Roma and Egyptian communities about priorities identified through a prior consultative process.

*4.1.4. Establishing routines of cooperation.* Closely related to the previous best practice, the participatory planning processes introduced through the project and the implementation of the infrastructure interventions supported by the project provided Roma and Egyptian communities on the one hand and local authorities on the other to get used to working together to address concrete needs in coordinated fashion. In opening channels of communication around the establishment and operation of infrastructure to increase Roma and Egyptians' social inclusion, the project contributed to sustained attention on the part of local authorities to the needs of Roma and Egyptian communities, as well as to inter-sectoral cooperation. In broadly similar fashion, the process of developing the national action plan for Roma and Egyptians brought together



relevant institutions and CSOs to design and coordinate on central-level policies for implementation through 2020.

*4.1.5. Creating a framework for coordinated interventions beyond the project.* In addition to bringing direct improvements to local Roma and Egyptian communities, the infrastructure interventions supported through the project also encouraged other actors to carry forward and or to expand on those interventions. Examples of initiatives building on infrastructure created through the project to further improve Roma and Egyptians' access to services include the psychosocial and educational services provided by Terre des hommes in the National Transitory Center for Emergencies in Tirana, the planned kindergarten intervention by the CSO Help for Children in the intercultural community center in Berat, and the provision of housing and school heating along the road constructed with support from the project in Otlak Commune.

## **4.2. Lessons learned**

*4.2.1. Flexibility is crucial.* While the project was approved for implementation in three regions and at national level, the situation of forcibly evicted Roma families in Tirana in the course of project implementation called for the urgent establishment of infrastructure in a location outside the three regions slated for implementation of local-level activities. Additionally, a finding of the assessment carried out under the income-generation component of the project – that promoting formal business registration could affect negatively the economic situation of Roma and Egyptian small traders and artisans – points to the importance of building into project design space for responding to needs which arise or become apparent only in the course of project implementation.

*4.2.2. Emergency solutions call for long-term planning.* The creation of the National Transitory Center for Emergencies with support from the project was important for establishing a system to address the immediate needs of persons affected by legally executed forcible evictions, establishing clear criteria for admission and introducing measures to facilitate residents' transition to more permanent housing solutions. At the same time, the eviction which provided the immediate impetus for the establishment of the Center points to the need for the development, adoption, and implementation of a protocol on eviction which prevents emergency situations from arising. The provisions of such a protocol include ways for persons resident on public land to be provided compensation in case of displacement due to public works.

*4.2.3. Changing public discourse takes time.* Notwithstanding the apparent successes of the national awareness and advocacy campaign implemented in the framework of the project, the perception of many interviewed stakeholders that most non-Roma/Egyptians remain largely indifferent to Roma and Egyptians' concerns as such suggests the need for more sustained efforts in this direction. Some stakeholders further pointed to a tendency among some civil servants (at central as well as local level) to use derogative terms for Roma and Egyptians in carrying out their regular duties.

## 5. RECOMMENDATIONS

The recommendations which comprise this section are addressed to the main users of the evaluation for the purpose of replicating and/or adapting best practices and for making use of lessons learned from project implementation in future initiatives. The headings under which the recommendations are grouped correspond to SSIREC's five expected results, with the addition of a heading for general recommendations.

### *General recommendations*

1. Maintain focus on Egyptians. Taking into account that SSIREC's treatment of Egyptians as a group subject to social exclusion in many of the same ways as Roma succeeded in placing Egyptians on the national policy agenda for the first time in Albania as well as in improving relations between local Roma and Egyptian communities, future initiatives targeting Roma and aimed at social inclusion should also consider targeting Egyptians. Coverage of Egyptians in initiatives targeting Roma should be decided on a case-by-case basis, taking into account differences between the situation of Roma and that of Egyptians as well as the views of representatives of relevant Egyptian CSOs. In initiatives covering both Roma and Egyptians, due consideration should be given to the individual identifications of members of both groups.
2. Assess project impact. While the timing of the current evaluation is too soon to draw general conclusions about SSIREC's impact, available information suggests both that the project's potential impact is considerable and that it will be affected by the ongoing territorial-administrative organization. Taken together with the considerable resources invested in the project, these factors merit a follow-up evaluation in 2-3 years' time.

### *Promoting participatory local planning*

3. Replicate/adapt the SSIREC model. The considerable successes of the approach developed through the project of bringing together Roma and Egyptian communities with local authorities to identify and act on development priorities merit application of the approach in other settings, including but not necessarily limited to Albania under the ongoing territorial-administrative reorganization.
4. Continue support to Berat. Of the three regions covered by SSIREC, Berat distinguishes itself from the other two with its combination of outstanding need and positive response from local authorities. More specifically, Berat exhibits a higher level of need for development initiatives than does Korça region and a higher level of response from authorities than Vloëa region. Additionally, continued support to Berat provides a valuable opportunity to learn how the ongoing territorial-administrative reorganization affects one of the municipalities included in SSIREC.
5. Monitor existing intercultural community centers. With an eye to maximizing the impact of the social infrastructure provided through the project as well as to possible fine tuning of the SSIREC model of participatory local planning in future initiatives, UNDP should continue working with local governments in Berat, Korça, and Pogradec to ensure that the intercultural community centers in those localities operate at full capacity and in such a way

as to serve the needs of the local community (including non-Roma/Egyptians as well as Roma and Egyptians). The monitoring should focus on ascertaining which services are provided and on what basis, which actors provide the services, and to whom the services are provided. Contingent on the findings of the monitoring, consideration could potentially be given to encouraging the centers to provide meals and transport to support participation in education and to making social services available outside standard business hours in order to facilitate access for community members who take part in income-generating and/or educational activities during the day.

#### *Strengthening civil society*

6. Promote capacity building through networking. Notwithstanding SSIREC's success in increasing the capacity of Roma and Egyptian CSOs to combat discrimination and to access national and international funding schemes, there remains a need for cooperation between local, grassroots Roma and Egyptian CSOs on the one hand and better-established CSOs with wider geographical coverage on the other. The experience of SSIREC demonstrates the potential for incentives built into grant programs to promote such cooperation and the capacity building it generates.

#### *Increasing income generation*

7. Monitor beneficiaries of SSIREC income-generation activities. Given the centrality of employment for improving the situation of Roma and Egyptians and the current absence of data on the effectiveness of the income-generating activities implemented in the framework of the project, additional efforts should be directed to gathering such data with an eye to applying learning from SSIREC in future initiatives. Specific types of data to be gathered include the number of beneficiaries participating in income-generation activities who had a stable source of income at the end of the project and the level of investment per job created. Contingent on the findings of this analysis, the incubation model introduced through the project should be scaled up in cooperation with employment offices.
8. Start income-generation activities early. Taking into account the incubation period associated with income-generation activities, the distribution of material inputs for income generation should take place early in project implementation. The implementation and effectiveness of activities taken on by partner organizations in support of income generation should be subject to regular, independent monitoring, with local Community Development Coordinators (or similar staff) at minimum kept informed of relevant developments.
9. Base crop selection on market research. To mitigate the risk of income-generation activities focused on agricultural production backfiring due to insufficient demand, support to agriculture in future initiatives should take into account not only the market conditions at the outset of the relevant activities, but also the probable effects on demand of the increase in supply anticipated in connection with those activities.
10. Link income generation with access to housing. Taking into account the income requirements associated with social housing in Albania, future initiatives with an income generation component should explore ways either to fulfill existing requirements or to arrange for

appropriate modifications of the requirements for participants in relevant income-generation activities.

*Supporting implementation and monitoring of central-level policy for Roma and Egyptians*

11. Continue support to MoSWY. As the first ministry in Albania to embark on a sectoral approach as well as the leading institution in relation to policy for Roma and Egyptians and its implementation at both central and local levels, MoSWY requires additional support to build the capacity of its Department for Social Inclusion in order to enable it to play its role effectively. In addition to promoting a sectoral approach to social inclusion in general and more effective monitoring of policy for Roma and Egyptians in particular, support should be focused on promoting effective donor coordination.
12. Make RomAlb operational. The web-based monitoring and reporting system for policies targeting Roma and Egyptians should be activated to ensure the availability of data on implementation of the *National Action Plan for Integration of Roma and Egyptians in the Republic of Albania, 2015-2020*. In light of the ongoing territorial-administrative reorganization, consideration should also be given to shifting the locus of reporting from regional to local level.

*Raising awareness for social inclusion*

13. Continue efforts to influence public discourse. The apparent successes of the national awareness and advocacy campaign implemented in the framework of the project combined with the overall indifference of the majority population to Roma and Egyptians' concerns as such suggests that the types activities undertaken to date should be continued. Prominent non-Roma/Egyptians as well as successful Roma and Egyptians should be enlisted to promote positive images of Roma and Egyptians and to disseminate accurate information on Roma and Egyptians' situation. Incentives should be provided for constructive investigative journalism on Roma and Egyptians. To the extent that cultural events featuring Roma and Egyptians are organized, these should ensure that the cultures are presented as dynamic (like the culture of the majority) and therefore not limited to traditional cultural manifestations, which risk deepening divisions between Roma and Egyptians on the one hand and the general population on the other.
14. Secure Roma and Egyptian presence in public administration. Stereotypes about Roma and Egyptians on the part of non-Roma/Egyptian civil servants can be combatted directly and Albania's commitment to social inclusion of Roma and Egyptians demonstrated to the general population through the employment of qualified Roma and Egyptians in managerial as well as implementation positions in public institutions. The presence of Roma and Egyptians in public administration is important also for creating an environment in which Roma and Egyptian clients believe that their needs will be taken seriously, as well as for providing young Roma and Egyptians with role models from everyday life.

## ANNEX 1: TERMS OF REFERENCE

<b>Project:</b>	<b>Supporting Social Inclusion of Roma and Egyptian Communities (SSIREC)</b>
<b>Host Agency:</b>	UNDP Albania
<b>Position:</b>	<b>Evaluation Team Leader – International Consultant for Preparing the Final Evaluation of the SSIREC Project</b>
<b>Type of Contract:</b>	IC Consultant
<b>Duty Station:</b>	Home-based with travel requirements to Albania (Tirana, Korca, Berat and Vlora regions)
<b>Expected Starting Date:</b>	June 3, 2015
<b>Duration:</b>	19 working days with five days mission in Albania within June – July 2015
<b>Educational Background:</b>	Advanced University Degree in Economics, Social, Political or a Development related field
<b>Work Experience:</b>	Minimum 10 years of experience in program design, monitoring and evaluation
<b>Deadline for Application:</b>	May 24, 2015

## BACKGROUND

Under the aspiration of having Albania join EU, the new Government in power is strongly committed to prevent marginalization and build sustainable integration of Roma and Egyptian communities, through ensuring equal access to public and social services.

Since 2003 Albanian governments have recognised the social exclusion of Roma communities and in response to this have adopted the Strategy for Improving the Living Conditions of Roma” (2003) and a “National Roma Decade Action Plan” (2009). These are two complementary policy documents involving specific measures in the areas of education, employment, health care, housing and infrastructure, social protection as well as cultural heritage. Whereas some progress is reported in specific areas, yet the situation of Roma and Egyptian is far from the envisioned. Due to a historic social exclusion, fostered by stigma, prejudices and discriminatory attitudes, against these communities Roma and Egyptians, continue to face a much higher level of poverty as compared to other parts of population in Albania. A UNDP study in 2011 found that 90 % of Roma and Egyptian who work are not covered with social and health insurance by employers, 40.3 % of Roma and 12.7 % of Egyptians do not have access to education, 37 % of Roma and 20% of Egyptians do not possess health cards and thus are not able to benefit basic healthcare services, while 21% of Roma and 11% of Egyptians lack basic housing.

In response to this situation, and with the aim to create a social, economic and intercultural development model, the “Supporting Social Inclusion of Roma and Egyptian Communities” (SSIREC) Project is intervening in areas inhabited by Roma and Egyptian communities in the regions of Korca, Berat and Vlora. SSIREC follows on a multi-sectorial empowering approach, relying on an active and informed participation of local Roma and Egyptian communities while fostering close partnership with central and local authorities. The project builds upon effective

practices and lessons learned through previous UNDP interventions. It aims at taking the next steps towards meeting the objectives set forth in the Decade of Roma Inclusion 2005 – 2015 and aligning them with the EU framework for Roma Integration 2020. Human Rights are included in the EU – Albania High Level Dialogue on the key priorities. In its Enlargement Strategy 2013, the European Commission has identified reinforcing the protection of human rights, including of Roma, among the 5 key priorities for the opening of accession negotiations with Albania. Furthermore, improving the situation of Roma has been identified as a horizontal issue in all the enlargement countries, making it one of the key indicators of progress in European integration.

The project supports the integration of Roma and Egyptian communities into the mainstream society through participation in local decision-making, capacity-building for civil society organizations, job and entrepreneurship promotion, effective design and implementation of social inclusion policies while promoting respect for human rights and appreciation for cultural diversity in the country.

### **Project components include:**

1. Participatory local planning through preparation of community development plans and implementation of small scale infrastructure projects in areas inhabited by Roma and Egyptian communities;
2. Strengthening Roma and Egyptian civil society capacity to combat discrimination and improve their successful participation in financial support schemes.
3. Job and entrepreneurship promotion for Roma and Egyptian Communities through provision of vocational training and assistance to income generation activities run by Roma and Egyptian people.
4. Support the implementation and monitoring of the Roma Decade Action Plan by strengthening capacities of the Social Inclusion Department at MoSWY and facilitating access of Roma and Egyptian communities to the Office of Commissioner for Protection from Discrimination.
5. Raise awareness of Roma and Egyptian community members about policies, strategies and instruments for their social inclusion as well as advocate and promote their acceptance and integration in the mainstream society

### **Key Project Results to Date:**

From its commencement in July 2012 the key results achieved to date by the SSIREC Project include:

- 9 local infrastructure interventions (such as kindergartens, health centers, school library, internal roads, sports ground and intercultural community centers) identified by Roma and Egyptian community members have been implemented by the Project through co-funding with Local Governments. More than 3000 Roma and Egyptian households in Korca, Berat and Vlora regions have benefited from this intervention.
- 60 local government officials in three regions have been trained on participatory planning and budgeting and were assisted to develop 4 inter-locals Roma and Egyptian

Community Development Plans with active participation of Roma and Egyptian Community members and young professionals. Through this exercise, local authorities adopted a participatory planning model and made Roma and Egyptian needs part of the local development agenda.

- More than 3000 households have benefited from public information campaigns related to available public and social services.
- A comprehensive training and coaching package related to NGO management, fundraising, financial reporting, human resources management as well as human rights, advocacy and lobbying has been offered to Roma and Egyptian Associations preceded by capacity and training needs assessment.
- Roma and Egyptian NGOs were provided with small-grants for implementing 18 local community development initiatives.
- A manual “100 innovative ideas for self-employment” accompanied with practical guidelines on preparation of business plans was developed and widely disseminated to local Roma and Egyptian youth and other potential beneficiaries in the three regions. The manual was widely embraced and triggered new income-generation ideas and activities amongst Roma and Egyptians. This led to transforming the employment profile of Roma and Egyptian individuals from passive service beneficiaries to active participants.
- 90 Roma and Egyptian youth, artisans and potential entrepreneurs have benefited from innovative income generating approaches to develop their self-employment skills and individual investment plans. They have also been assisted with startup tool kits with the aim to diversify their source of income.
- 50 Roma and Egyptian women farmers have been assisted to cultivate and market medicinal plant such as sage, contributing towards enhancing their family income.
- To align the country’s policy on social inclusion with the “EU Platform for Roma Integration 2020”, expertise and support has been provided to the Ministry of Social Welfare and Youth and other line ministries to draft the Action Plan for Integration of Roma and Egyptians 2015-2020 while ensuring wide consultation with civil society sector including Roma and Egyptian organizations, as well as local authorities.
- A legal “How to Manual” with particular focus on Roma/Egyptian communities have been developed to further strengthen capacities of the Office of the Commissioner for Protection from Discrimination.
- Qualified Roma and Egyptian fellows have been supported to serve as facilitators for protection from discrimination, respectively at Commissioner and People’s Advocate and provide support while preparing the National and Local Plans targeting Roma and Egyptian Communities.
- An intensive public awareness and advocacy campaign has been implemented in the three programme areas featuring the Goodwill Ambassadors for Cultural Diversity and Roma and Egyptian role models.
- A training manual for reporters on minority issues with a focus on Roma and Egyptian Communities was produced and widely disseminated among young reporters.
- Reporters enhanced their skills on fair and ethical reporting on cultural diversity and social inclusion.
- To advance social inclusion and respect for cultural diversity, several documentaries have been produced such as “Equal in Diversity”, and “When Dreams Become Reality”.

- The project provided support to Roma and Egyptian Young Artists to promote their talent and mainstream them in the country's cultural agenda.

Key partners of the Project include the Ministry of Social Welfare and Youth as well as local authorities in the regions of Korca, Berat and Vlora.

### **Specific evaluation objectives are:**

The object of study for this evaluation is the SSIREC Project understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the project document and in associated modifications made during implementation.

The evaluation shall be based on the standard evaluation criteria including relevance, effectiveness, efficiency, impact, and sustainability (as defined by OECD), as well as human rights-based approach and results-based management (as applied by the UN). The evaluation aims at the followings:

1. Measure to what extent the SSIREC project has fully implemented the activities, delivered outputs and attained outcomes and specifically measuring development results;
2. Generate substantive evidence based knowledge, by identifying best practices and lessons learned and make recommendations for improved future assistance in the relevant area.

More specifically the evaluation will:

1. Analyse the project 's design quality and internal coherence (needs and problems it seeks to solve);
2. Analyse the sustainability of project interventions;
3. Provide feedback to the participating agencies and national counterparts on the soundness (defined as relevance, effectiveness, efficiency, impact and sustainability) and impact of their approach in the project;
4. Evaluate project impact of implemented actions, contained in the Work Plans and Programme Logframe ;
5. Based on the analysis conducted over the experience of SSIREC, extract general lessons learned and recommendations for future interventions;
6. Provide the donor with information on impact of their specific support through the project, to social inclusion of Roma and Egyptian communities in Albania

The evaluation will also focus on how the human rights- based approach applied, has influenced the achievement of the outputs and outcomes and to provide recommendations for planning and formulation of the future replication of the project in other areas.

The conclusions and recommendations generated by this evaluation will be addressed to its main users, participating agencies: the Project Management Committee, EU Delegation to Albania and other partners involved in the project implementation.



## **EVALUATION METHODOLOGY**

Evaluation methodology is framed around standard evaluation criteria (relevance, effectiveness, efficiency, impact, sustainability) plus two guiding principles for UN work (human rights based approach and results-based management).

The Evaluator will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR, the availability of resources and the priorities of stakeholders. In all cases, the Evaluator is expected to analyse all relevant information sources, such as annual reports, programme documents, internal review reports, programme files, strategic country development documents and any other documents that may provide evidence on which to form opinions. The Evaluator is also expected to use interviews as a means to collect relevant data for the evaluation.

The methodology and techniques to be used in the evaluation should be described in detail in the inception report and the final evaluation report, and should contain, at a minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques.

The evaluation will follow the Standards and Norms of United Nations Evaluation Group, UNEG Ethical Guidelines for Evaluation, 2008, UNEG/FN/ETH(2008).

### **Tasks and Responsibilities:**

Working under the supervision of the UNDP Cluster Manager (referred to as evaluation focal points), the International Evaluation Expert (team leader) will work jointly with a National Evaluation Expert (team member) to undertake the following tasks:

1. Carry out desk-top review of relevant documents and reports (project document, Annual Work Plans, Project Results Framework, Phasing out Matrix, Annual Progress Reports, and other related documents to be provided by the project team);
2. Prepare the inception report, containing the evaluation methodology and tools as well as the detailed calendar of actions, elaborated in consultation with the evaluation focal points;
3. Field work (survey/ interviewing process of data gathering) in the regions of Tirana, Korca, Berat and Vlora to conduct meetings and hold key interviews with stakeholders;
4. Based on discussions and interviews, develop “Most Significant Change Stories” on behalf of the SSIREC and to be included as an annex in the evaluation report;
5. Submit draft final evaluation report as agreed upon in the evaluation schedule and reporting terms in English, including recommendations for future project replication;
6. Incorporate recommendation received from the Evaluation Focal Points and submit final report;

## **Outputs and Deliverables:**

The evaluator is responsible for submitting the following deliverables:

**Work plan** – within 2 days of the start of the assignment. The Consultant will submit the work plan which will include a detailed approach and methodology and schedule. In particular, the work plan will require a clear approach to data collection and work organization to examine the project in its full scope.

**Preliminary findings and draft evaluation report (inception report)** – within 6 days of the start of the assignment, the Consultant will share a draft report. The purpose of this report is to demonstrate progress on the assignment and adherence to the TORs, and will identify any evaluation issues that may need further clarification before completion of the assignment.

**Presentation of findings** – within 8 days of the start of the assignment a presentation of findings and preliminary recommendations to key stakeholders will be carried out. The purpose of this session is to provide opportunity for initial validation and support further elaboration of the evaluators' findings and recommendations.

**Final evaluation report** – within 4 days of receiving the consolidated comments from projects' stakeholders, the Consultant will submit a final document that addresses relevant comments and provides comprehensive reporting on all elements of the assignment. This report will be submitted to the evaluation contact points for clearance.

As a minimum, the Evaluation Report (draft or final) shall include the following components (the exact structure of the report may be influenced by the project components and components of the Evaluation TOR): Executive Summary; Introduction (Project outline; Methodology; Analysis; Findings; Best Practices and Lessons Learned; Recommendations; Relevant Annexes, for example: a. List of people interviewed; b. List of acronyms; c. Evaluation work plan and TOR; d. List of key reference documents as well as annexes of a. Most Significant Change Stories; b. Power point presentation of the main findings and recommendations;

**Summary of the report** - a two-page summary of the Project Evaluation Report should be provided in addition to the fully fledged evaluation report.

## **Corporate Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

**Functional Competencies:**

- Demonstrated experience in programme design, monitoring and evaluation.
- Proven ability and experience in social inclusion of vulnerable communities and development issues;
- Knowledge, experience and understanding of the minority and human-rights based perspective as well as result-based management techniques;
- Demonstrated knowledge and experience with EU policies on Roma social inclusion in particular with related good practices and lessons learned in the region and Albania;
- Proven record in analytical thinking and concise writing and reporting in English language;
- Demonstrated ability to write comprehensive reports;
- Experience in applying adult learning methodologies and workshop facilities skills;
- Strong analytical and conceptual thinking;
- Fluency in spoken and written English;
- Ability to work in an independent manner and organize the workflow efficiently;

**Qualifications:**

- Advanced University Degree in Economics, Social, Political or a Development related field;
- At least 10 years of experience in program design, monitoring and evaluation;
- Experience in conducting evaluations from a minority and human-rights based perspective and thematic/sector evaluations;

<b>Project:</b>	<b>Supporting Social Inclusion of Roma and Egyptian Communities (SSIREC)</b>
<b>Host Agency:</b>	UNDP Albania
<b>Position:</b>	<b>Evaluation Team Member – National Consultant for Preparing the Final Evaluation of the SSIREC Project</b>
<b>Type of Contract:</b>	IC Consultant
<b>Duty Station:</b>	Tirana, travel to Korca, Berat and Vlora regions required
<b>Expected Starting Date:</b>	June 3, 2015
<b>Duration:</b>	15 working days (with up to eight days mission in Korca, Berat and Vlora) within a period of 45 days
<b>Educational Background:</b>	Advanced University Degree in Economics, Social, Political or a Development related field
<b>Work Experience:</b>	Minimum 10 years of experience in program design, monitoring and evaluation
<b>Deadline for Application:</b>	May 24, 2015

## BACKGROUND

Under the aspiration of having Albania join EU, the new Government in power is strongly committed to prevent marginalization and build sustainable integration of Roma and Egyptian communities, through ensuring equal access to public and social services.

Since 2003 Albanian governments have recognised the social exclusion of Roma communities and in response to this have adopted the Strategy for Improving the Living Conditions of Roma” (2003) and a “National Roma Decade Action Plan” (2009). These are two complementary policy documents involving specific measures in the areas of education, employment, health care, housing and infrastructure, social protection as well as cultural heritage. Whereas some progress is reported in specific areas, yet the situation of Roma and Egyptian is far from the envisioned. Due to a historic social exclusion, fostered by stigma, prejudices and discriminatory attitudes, against these communities Roma and Egyptians, continue to face a much higher level of poverty as compared to other parts of population in Albania. A UNDP study in 2011 found that 90 % of Roma and Egyptian who work are not covered with social and health insurance by employers, 40.3 % of Roma and 12.7 % of Egyptians do not have access to education, 37 % of Roma and 20% of Egyptians do not possess health cards and thus are not able to benefit basic healthcare services, while 21% of Roma and 11% of Egyptians lack basic housing.

In response to this situation, and with the aim to create a social, economic and intercultural development model, the “Supporting Social Inclusion of Roma and Egyptian Communities” (SSIREC) Project is intervening in areas inhabited by Roma and Egyptian communities in the regions of Korca, Berat and Vlora. SSIREC follows on a multi-sectorial empowering approach, relying on an active and informed participation of local Roma and Egyptian communities while fostering close partnership with central and local authorities. The project builds upon effective practices and lessons learned through previous UNDP interventions. It aims at taking the next steps towards meeting the objectives set forth in the Decade of Roma Inclusion 2005 – 2015 and aligning them with the EU framework for Roma Integration 2020. Human Rights are included in

the EU – Albania High Level Dialogue on the key priorities. In its Enlargement Strategy 2013, the European Commission has identified reinforcing the protection of human rights, including of Roma, among the 5 key priorities for the opening of accession negotiations with Albania. Furthermore, improving the situation of Roma has been identified as a horizontal issue in all the enlargement countries, making it one of the key indicators of progress in European integration.

The project supports the integration of Roma and Egyptian communities into the mainstream society through participation in local decision-making, capacity-building for civil society organizations, job and entrepreneurship promotion, effective design and implementation of social inclusion policies while promoting respect for human rights and appreciation for cultural diversity in the country.

**Project components include:**

1. Participatory local planning through preparation of community development plans and implementation of small scale infrastructure projects in areas inhabited by Roma and Egyptian communities;
2. Strengthening Roma and Egyptian civil society capacity to combat discrimination and improve their successful participation in financial support schemes.
3. Job and entrepreneurship promotion for Roma and Egyptian Communities through provision of vocational training and assistance to income generation activities run by Roma and Egyptian people.
4. Support the implementation and monitoring of the Roma Decade Action Plan by strengthening capacities of the Social Inclusion Department at MoSWY and facilitating access of Roma and Egyptian communities to the Office of Commissioner for Protection from Discrimination.
5. Raise awareness of Roma and Egyptian community members about policies, strategies and instruments for their social inclusion as well as advocate and promote their acceptance and integration in the mainstream society

**Key Project Results to Date:**

From its commencement in July 2012 the key results achieved to date by the SSIREC Project include:

- 9 local infrastructure interventions (such as kindergartens, health centers, school library, internal roads, sports ground and intercultural community centers) identified by Roma and Egyptian community members have been implemented by the Project through co-funding with Local Governments. More than 3000 Roma and Egyptian households in Korca, Berat and Vlora regions have benefited from this intervention.
- 60 local government officials in three regions have been trained on participatory planning and budgeting and were assisted to develop 4 inter-locals Roma and Egyptian Community Development Plans with active participation of Roma and Egyptian Community members and young professionals. Through this exercise, local authorities

adopted a participatory planning model and made Roma and Egyptian needs part of the local development agenda.

- More than 3000 households have benefited from public information campaigns related to available public and social services.
- A comprehensive training and coaching package related to NGO management, fundraising, financial reporting, human resources management as well as human rights, advocacy and lobbying has been offered to Roma and Egyptian Associations preceded by capacity and training needs assessment.
- Roma and Egyptian NGOs were provided with small-grants for implementing 18 local community development initiatives.
- A manual “100 innovative ideas for self-employment” accompanied with practical guidelines on preparation of business plans was developed and widely disseminated to local Roma and Egyptian youth and other potential beneficiaries in the three regions. The manual was widely embraced and triggered new income-generation ideas and activities amongst Roma and Egyptians. This led to transforming the employment profile of Roma and Egyptian individuals from passive service beneficiaries to active participants.
- 90 Roma and Egyptian youth, artisans and potential entrepreneurs have benefited from innovative income generating approaches to develop their self-employment skills and individual investment plans. They have also been assisted with startup tool kits with the aim to diversify their source of income.
- 50 Roma and Egyptian women farmers have been assisted to cultivate and market medicinal plant such as sage, contributing towards enhancing their family income.
- To align the country’s policy on social inclusion with the “EU Platform for Roma Integration 2020”, expertise and support has been provided to the Ministry of Social Welfare and Youth and other line ministries to draft the Action Plan for Integration of Roma and Egyptians 2015-2020 while ensuring wide consultation with civil society sector including Roma and Egyptian organizations, as well as local authorities.
- A legal “How to Manual” with particular focus on Roma/Egyptian communities have been developed to further strengthen capacities of the Office of the Commissioner for Protection from Discrimination.
- Qualified Roma and Egyptian fellows have been supported to serve as facilitators for protection from discrimination, respectively at Commissioner and People’s Advocate and provide support while preparing the National and Local Plans targeting Roma and Egyptian Communities.
- An intensive public awareness and advocacy campaign has been implemented in the three programme areas featuring the Goodwill Ambassadors for Cultural Diversity and Roma and Egyptian role models.
- A training manual for reporters on minority issues with a focus on Roma and Egyptian Communities was produced and widely disseminated among young reporters.
- Reporters enhanced their skills on fair and ethical reporting on cultural diversity and social inclusion.
- To advance social inclusion and respect for cultural diversity, several documentaries have been produced such as “Equal in Diversity”, and “When Dreams Become Reality”.
- The project provided support to Roma and Egyptian Young Artists to promote their talent and mainstream them in the country’s cultural agenda.

Key partners of the Project include the Ministry of Social Welfare and Youth as well as local authorities in the regions of Korca, Berat and Vlora.

**Specific evaluation objectives are:**

The object of study for this evaluation is the SSIREC Project understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the project document and in associated modifications made during implementation.

The evaluation shall be based on the standard evaluation criteria including relevance, effectiveness, efficiency, impact, and sustainability (as defined by OECD), as well as human rights-based approach and results-based management (as applied by the UN). The evaluation aims at the followings:

3. Measure to what extent the SSIREC project has fully implemented the activities, delivered outputs and attained outcomes and specifically measuring development results;
4. Generate substantive evidence based knowledge, by identifying best practices and lessons learned and make recommendations for improved future assistance in the relevant area.

More specifically the evaluation will:

7. Analyse the project 's design quality and internal coherence (needs and problems it seeks to solve);
8. Analyse the sustainability of project interventions;
9. Provide feedback to the participating agencies and national counterparts on the soundness (defined as relevance, effectiveness, efficiency, impact and sustainability) and impact of their approach in the project;
10. Evaluate project impact of implemented actions, contained in the Work Plans and Programme Logframe ;
11. Based on the analysis conducted over the experience of SSIREC, extract general lessons learned and recommendations for future interventions;
12. Provide the donor with information on impact of their specific support through the project, to social inclusion of Roma and Egyptian communities in Albania

The evaluation will also focus on how the human rights- based approach applied, has influenced the achievement of the outputs and outcomes and to provide recommendations for planning and formulation of the future replication of the project in other areas.

The conclusions and recommendations generated by this evaluation will be addressed to its main users, participating agencies: the Project Management Committee, EU Delegation to Albania and other partners involved in the project implementation.

**EVALUATION METHODOLOGY**

Evaluation methodology is framed around standard evaluation criteria (relevance, effectiveness, efficiency, impact, sustainability) plus two guiding principles for UN work (human rights based approach and results-based management).

The Evaluator will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR, the availability of resources and the priorities of stakeholders. In all cases, the Evaluator is expected to analyse all relevant information sources, such as annual reports, programme documents, internal review reports, programme files, strategic country development documents and any other documents that may provide evidence on which to form opinions. The Evaluator is also expected to use interviews as a means to collect relevant data for the evaluation.

The methodology and techniques to be used in the evaluation should be described in detail in the inception report and the final evaluation report, and should contain, at a minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques.

The evaluation will follow the Standards and Norms of United Nations Evaluation Group, UNEG Ethical Guidelines for Evaluation, 2008, UNEG/FN/ETH(2008).

### **Tasks and Responsibilities:**

Working under the supervision of the UNDP Cluster Manager (referred to as evaluation focal point), the National Evaluation Expert (team member) will work jointly with a International Evaluation Expert (team leader) to undertake the following tasks:

7. Carry out desk-top review of relevant documents and reports (project document, Annual Work Plans, Project Results Framework, Phasing out Matrix, Annual Progress Reports, and other related documents to be provided by the project team);
8. Prepare the inception report, containing the evaluation methodology and tools as well as the detailed calendar of actions, elaborated in consultation with the evaluation focal points;
9. Field work (survey/ interviewing process of data gathering) in the regions of Tirana, Korca, Berat and Vlora to conduct meetings and hold key interviews with stakeholders;
10. Based on discussions and interviews, develop “Most Significant Change Stories” on behalf of the SSIREC and to be included as an annex in the evaluation report;
11. Submit draft final evaluation report as agreed upon in the evaluation schedule and reporting terms in English, including recommendations for future project replication;
12. Incorporate recommendation received from the Evaluation Focal Points and submit final report;

### **Outputs and Deliverables:**

The evaluation team (national and international experts) are jointly responsible for submitting the following deliverables:



**Work plan** – within 2 days of the start of the assignment. The Consultant will submit the work plan which will include a detailed approach and methodology and schedule. In particular, the work plan will require a clear approach to data collection and work organization to examine the project in its full scope.

**Preliminary findings and draft evaluation report (inception report)** – within 6 days of the start of the assignment, the Consultant will share a draft report. The purpose of this report is to demonstrate progress on the assignment and adherence to the TORs, and will identify any evaluation issues that may need further clarification before completion of the assignment.

**Presentation of findings** – within 8 days of the start of the assignment a presentation of findings and preliminary recommendations to key stakeholders will be carried out. The purpose of this session is to provide opportunity for initial validation and support further elaboration of the evaluators' findings and recommendations.

**Final evaluation report** – within 4 days of receiving the consolidated comments from projects' stakeholders, the Consultant will submit a final document that addresses relevant comments and provides comprehensive reporting on all elements of the assignment. This report will be submitted to the evaluation contact points for clearance.

As a minimum, the Evaluation Report (draft or final) shall include the following components (the exact structure of the report may be influenced by the project components and components of the Evaluation TOR): Executive Summary; Introduction (Project outline; Methodology; Analysis; Findings; Best Practices and Lessons Learned; Recommendations; Relevant Annexes, for example: a. List of people interviewed; b. List of acronyms; c. Evaluation work plan and TOR; d. List of key reference documents as well as annexes of a. Most Significant Change Stories; b. Power point presentation of the main findings and recommendations;

**Summary of the report** - a two-page summary of the Project Evaluation Report should be provided in addition to the fully fledged evaluation report.

#### **Corporate Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

#### **Functional Competencies:**

- Demonstrated experience in programme design, monitoring and evaluation.
- Proven ability and experience in social inclusion of vulnerable communities and development issues;
- Knowledge, experience and understanding of the minority and human-rights based perspective as well as result-based management techniques;
- Demonstrated knowledge and experience with EU policies on Roma social inclusion in particular with related good practices and lessons learned in the region and Albania;

- Proven record in analytical thinking and concise writing and reporting in English language;
- Demonstrated ability to write comprehensive reports;
- Experience in applying adult learning methodologies and workshop facilities skills;
- Strong analytical and conceptual thinking;
- Fluency in spoken and written English;
- Ability to work in an independent manner and organize the workflow efficiently;

**Qualifications:**

- Advanced University Degree in Economics, Social, Political or a Development related field;
- At least 10 years of experience in program design, monitoring and evaluation;
- Experience in conducting evaluations from a minority and human-rights based perspective and thematic/sector evaluations;

## ANNEX 2: WORK PLAN

### INTRODUCTION

The object of this evaluation is the project “Supporting Social Inclusion of Roma and Egyptian Communities” (SSIREC), which was implemented by UNDP Albania in partnership with the Ministry of Social Welfare and Youth (formerly the Ministry of Labor, Social Affairs, and Equal Opportunities) with financial support from the European Union from July 2012 through June 2015.

The evaluation has two overall aims:

- (3) To measure the extent to which the SSIREC Project has implemented activities, delivered outputs, and attained the outcomes detailed in the project document and in associated modifications made during implementation; and
- (4) To generate substantive evidence-based knowledge in the form of best practices, lessons learned, and recommendations for improved future assistance.

The purpose of this work plan is to provide an overview of the approach and schedule of the evaluation. While additional detail on all aspects of the evaluation will be provided in the inception report, with an eye to facilitating planning and coordination the current includes a tentative agenda for the mission foreseen for the week of 29 June-3 July 2015.

### APPROACH

Combining desk review and field work, the evaluation will make use of five mutually complementary research methods:

1. Documentary analysis
2. Online survey
3. Semi-structured interviews
4. Focus groups
5. Unstructured observations

**Documentary analysis.** The documentary analysis foreseen in the framework of the evaluation will focus on documents produced for the purposes of the project, including but not necessarily limited to the project document and its modifications; work plans (both overall and periodical); logical framework; objectives vs. results matrix; and progress reports. The identification of relevant documents in this category will take place in close consultation with the project team.

Also covered by the analysis will be reports prepared by other stakeholders which attend to the project. A preliminary list of key documents will be provided in the inception report.

**Online survey.** A brief online survey will be conducted in order to gather information from the Romani and Egyptian NGOs which participated in project activities aimed at strengthening civil society capacity to combat discrimination and/or to successfully participate in national and international financial support schemes. Establishing communication with the participants in the online survey will require the support of the project team.

**Semi-structured interviews.** The main stakeholder categories targeted by the semi-structured interviews will be government institutions (at central, regional, and local levels) and international organizations (EU, UNDP program management and field staff). Interviews will also be organized with representatives of relevant NGOs, with Goodwill Ambassadors for Cultural Diversity and with reporters who received the training manual on minority issues produced and disseminated in the framework of the project and/or who were awarded prizes on issues of social inclusion. While a preliminary list of stakeholders to be interviewed is given in the draft mission agenda which comprises the final section of this document, the support of the project team will be needed for identifying appropriate interlocutors, particularly among the Goodwill Ambassadors and reporters.

**Focus groups** will be employed in order to gather information from members of local Romani and Egyptian communities in Berat, Korça, and Vlora regions. The stakeholder categories to be targeted via focus groups include beneficiaries of public information campaigns on public and social services; recipients of start-up tool kits for income diversification; beneficiaries of Community Upgrading Projects; and women farmers benefiting from project activities.

**Unstructured observations.** The field research in Berat, Korça, and Vlora regions will include visits to sites in which project activities have been implemented. As a complement to the interviews and focus groups planned as part of the field research, during the site visits unstructured observations will be undertaken in order to provide the evaluators with a more concrete sense of the project environment as it affected and was affected by the implementation of the project activities.



## MISSION AGENDA

**28 June 2015: Arrival of International Evaluation Expert (Eben Friedman) in Tirana (overnight in Tirana)**

**29 June 2015: Data collection in Tirana (overnight in Tirana)**

International Evaluation Expert (Eben Friedman)	National Evaluation Expert (Elida Metaj)
<p style="text-align: center;"><i>Interviews in Tirana</i></p> <ul style="list-style-type: none"> <li>• EU Delegation</li> <li>• UNDP</li> <li>• Ministry of Social Welfare and Youth (2 interviews: I. Bozo; I. Mitro and M. Hasani)</li> <li>• Emergency Transitory Center (Director and beneficiaries?)</li> </ul>	

**30 June 2015: Data collection in Berat (overnight in Tirana)**

International Evaluation Expert (Eben Friedman)	National Evaluation Expert (Elida Metaj)
<p><i>Interviews in Berat</i></p> <ul style="list-style-type: none"> <li>• Mayor/Director of Social Services</li> <li>• Head of Commune in Morava</li> <li>• Regional Education Directorate</li> <li>• Regional Health Directorate</li> <li>• Employment Office</li> <li>• Romani/Egyptian NGO</li> <li>• Community Development Coordinator</li> </ul>	<p><i>Focus groups in Berat</i></p> <ul style="list-style-type: none"> <li>• Beneficiaries of public information campaigns on public and social services</li> <li>• Recipients of start-up tool kits for income diversification</li> <li>• Beneficiaries of CUP for intercultural center and sports ground</li> <li>• Women farmers benefitting from project activities</li> </ul> <p><i>Interview in Berat: Coordinator of Intercultural Center</i></p>

**1 July 2015: Data collection in Tirana (overnight in Tirana)**

<b>International Evaluation Expert (Eben Friedman)</b>	<b>National Evaluation Expert (Elida Metaj)</b>
<p><i>Interviews in Tirana</i></p> <ul style="list-style-type: none"> <li>• Commissioner for Protection from Discrimination</li> <li>• Council of Europe</li> <li>• Institute for Democracy and Mediation</li> <li>• OSCE-ODIHR (Best Practices for Roma Integration)</li> <li>• People's Advocate</li> <li>• TACSO</li> <li>• MEDALB</li> <li>• National Center for Community Services</li> </ul>	<p><i>Interviews in Tirana</i></p> <ul style="list-style-type: none"> <li>• Goodwill Ambassadors for Cultural Diversity</li> <li>• Reporters who received training manual on minority issues and/or were awarded prizes on social inclusion issues</li> <li>• NGO Amaro Drom</li> <li>• NGO Institute of Romani Culture</li> </ul>

**2 July 2015: Consolidation and presentation of findings (overnight in Korça)**

<b>International Evaluation Expert (Eben Friedman)</b>	<b>National Evaluation Expert (Elida Metaj)</b>
<p><i>Morning: Consolidation of findings</i></p> <p><i>Afternoon: Presentation of findings</i></p> <p><i>Travel to Korça</i></p>	

### 3 July 2015: Data collection in Korça and Pogradec

International Evaluation Expert (Eben Friedman)	National Evaluation Expert (Elida Metaj)
<p><i>Interviews in Korça</i></p> <ul style="list-style-type: none"> <li>• Mayor</li> <li>• Romani/Egyptian municipal employee (if hired)</li> <li>• Regional Education Directorate</li> <li>• Regional Health Directorate</li> <li>• Employment Office</li> <li>• NGO Disutni Albania</li> </ul> <p><i>Interviews in Pogradec</i> Representative of Municipality</p> <p><i>Travel to Skopje</i></p>	<p><i>Focus groups in Korça</i></p> <ul style="list-style-type: none"> <li>• Beneficiaries of public information campaigns on public and social services</li> <li>• Recipients of start-up tool kits for income diversification</li> <li>• Beneficiaries of CUP for intercultural center and sports ground</li> <li>• Women farmers benefitting from project activities</li> </ul> <p><i>Interview in Korça: NGO Embroidery Association</i></p> <p><i>Focus groups in Pogradec</i></p> <ul style="list-style-type: none"> <li>• Beneficiaries of CUP at City Cultural Center</li> </ul> <p><i>Travel to Tirana</i></p>



**6-7 July 2015: Data collection by National Evaluation Expert (Elida Metaj) in Vlora region****National Evaluation Expert (Elida Metaj)***Interviews in Vlora*

- Regional Council representative
- Regional Education Directorate
- Regional Health Directorate
- Employment Office
- Auleda
- Romani/Egyptian NGO

*Focus groups in Vlora*

- Beneficiaries of public information campaigns on public and social services
- Recipients of start-up tool kits for income diversification
- Beneficiaries of CUP for rehabilitation of Llonxhe road
- Women farmers benefitting from project activities

*Interviews in Novosela*

- Mayor/Head of Commune
- Romani/Egyptian municipal employee
- Kindergarten teacher

*Focus group in Novosela: Mothers of children attending kindergarten*

### ANNEX 3: FINAL MISSION AGENDA

**28 June 2015: Arrival of International Evaluation Expert (Eben Friedman) in Tirana (overnight in Tirana)**

**29 June 2015: Data collection in Tirana (overnight in Tirana)**

International Evaluation Expert (Eben Friedman)	National Evaluation Expert (Elida Metaj)
<i>Interviews in Tirana</i>	
09:00 – 10:00 UNDP briefing Entela Lako, Jarida Malevi <u>UNDP CO-</u> <b>Confirmed</b>	
10:05 – 11:00 UNDP (2 interviews: Yesim Oruc; Entela Lako) – <u>UNDP CO -</u> <b>Confirmed</b>	
11:15 - 12:15 Ministry of Social Welfare and Youth (2 interviews: I. Bozo; I. Mitro and M. Hasani) - <u>MoSWY-</u> <b>Confirmed</b>	
12:30 - 14:00 Visit in the National Transitory Center for Emergencies (2 interviews: Liliana Furxhi; Xheladin Taco and beneficiaries) - <b>Confirmed</b>	
14:00 – 15:00 Lunch Break	
15:00 – 15:45 Irma Baraku, Commissioner for Protection from Discrimination- <u>CPD Office-</u> <b>Confirmed</b>	
16:00 – 17:00 EU Delegation (2 interviews: Stefano Calabretta: Alessandro Angius ) – <u>EUD Office-</u> <b>Confirmed</b>	

### 30 June 2015: Data collection in Berat (overnight in Tirana)

International Evaluation Expert (Eben Friedman)	National Evaluation Expert (Elida Metaj)
<p><i>Interviews in Berat</i></p> <p>09:30 – 10:30 Vjollca Hoxha, Director of Social Services, <u>Municipality of Berat</u> - <b>Confirmed</b></p> <p>10:45 – 11:15 Majlinda Xhamo, spelialist at <u>Regional Education Directorate office</u>, - <b>Confirmed</b></p> <p>11: 30 – 12:15 Artur Bani. Director <u>Regional Health Directorate</u>, - <b>Confirmed</b></p> <p>12:15 – 13:00 Alma Laska, <u>Employment Office</u>- <b>Confirmed</b></p> <p>13:00 – 14:00 <i>Lunch Break</i></p> <p>14:15 – 15:30 Nadire Rrenja; Ymer Ramazani; Laver Myrteli Romani/Egyptian NGO <u>Intercultural Community Centre</u>- <b>Confirmed</b></p> <p>15:30 – 16:15 Enkeleida Hajrullaj, Community Development Coordinator, <u>Intercultural Community Centre</u>- <b>Confirmed</b></p> <p>16:30 – 17:00 Dalip Kanaci, Head of Commune in Morava- <b>Confirmed</b></p> <p>17:00 – 17:30 Visit the rehabilitated road in Morava</p>	<p><i>One focus group in Berat at Intercultural Community Centre</i></p> <p>9:30 – 13:00 <b>Confirmed</b></p> <ul style="list-style-type: none"> <li>• Beneficiaries of public information campaigns on public and social services</li> <li>• Recipients of start-up tool kits for income diversification</li> <li>• Beneficiaries of CUP for intercultural center and sports ground</li> <li>• Women farmers benefitting from project activities</li> </ul> <p>13:00 – 14:00 <i>Lunch Break</i></p> <p><i>Interview in Berat at Intercultural Community Centre:</i></p> <p>14:15 – 15:15 Eno Shori, Coordinator of Intercultural Center- <b>Confirmed</b></p>

**1 July 2015: Data collection in Tirana (overnight in Tirana)**

<b>International Evaluation Expert (Eben Friedman)</b>	<b>National Evaluation Expert (Elida Metaj)</b>
<p><i>Interviews in Tirana</i></p> <p>09:00 – 10:00 Mirjeta Ramizi, OSCE-ODIHR (Best Practices for Roma Integration) <u>UNDP CO- Confirmed</u></p> <p>10:15 – 11:00 Sotiraq Hroni, Orsiola Kurti <u>Institute for Democracy and Mediation Office- Confirmed</u></p> <p>11:15 – 12:00 Genci Pasko, <u>TACSO Office - Confirmed</u></p> <p>12: 15 – 13:00 Meeting with Enkeleida Lopari, Advisor to the Minister of Social Welfare and Youth, <u>MoSWY – CANCELED-Scheduled for July 2</u></p> <p>13:00 – 13:45 Lunch break</p> <p>14:00 – 15:00 Mr. Leidekker and Mr. Dekovi, <u>Council of Europe Office (Cultural Palace 3<sup>rd</sup> floor) Confirmed</u></p> <p>15:15 – 16:15 Emiliano Aliu and Anila Harapi <u>UNDP CO- Confirmed</u></p> <p>16:15 – 16:45 MEDALB (1 interview: Luan Ahmetaj) – <u>UNDP CO - Confirmed</u></p> <p>16:45 – 17:15 National Center for Community Services (1 interview: Liliana Dango) <u>UNDP CO- Confirmed</u></p>	<p><i>Interviews in Tirana at UNDP CO</i></p> <p>09:30 – 10:15 Pandi Laco, Goodwill Ambassadors for Cultural Diversity <u>UNDP CO - Confirmed</u></p> <p>10:15 – 11:15 Erida Gjermeni Reporter who received training manual on minority issues and/or were awarded prizes on social inclusion issues, <u>UNDP CO- Confirmed</u></p> <p>11:15 – 12:15 Skender Veliu, Amaro Drom, <u>UNDP CO- Confirmed</u></p> <p>12:15 – 13:00 Arian Lile, Sfinksi, <u>UNDP CO - Confirmed</u></p> <p>13:00 – 14:00 Lunch break</p> <p>14:00 – 15:00 Meleqe Rrenja, Roma Women of Tomorrow, <u>UNDP CO - Confirmed</u></p> <p>15: 00 – 16:00 Elvis Cela, EPER, <u>UNDP CO - To be Confirmed</u></p>

**2 July 2015: Consolidation and presentation of findings (overnight in Korça)**

<b>International Evaluation Expert (Eben Friedman)</b>	<b>National Evaluation Expert (Elida Metaj)</b>
<p>EBEN - 9: 00 – 9:45 Meeting with Enkeleida Lopari, Advisor to the Minister of Social Welfare and Youth, <u>MoSWY - Confirmed</u></p> <p><i>Morning:</i> Consolidation of findings</p> <p><i>Afternoon:</i> Presentation of findings at UNDP Premises 12:00 – 12:30</p> <p><i>Travel to Korça- Departure at 13 :00 from UNDP CO</i></p>	

### 3 July 2015: Data collection in Korça and Pogradec

International Evaluation Expert (Eben Friedman)	National Evaluation Expert (Elida Metaj)
<p><i>Interviews in Korça</i>            9:00 – 10:00 Sotiraq Filo, Mayor, <u>Municipality of Korça</u>- <b>Confirmed</b>            10:05 – 10:30 Ilir Zguri, Director of Social Services, <u>Municipality</u>- <b>Confirmed</b>            10:30 – 11:00 Elena Zhapa, <u>Employment Office</u>- <b>Confirmed</b>            11:00 – 11:30 Arben Kosturi NGO Disutni Albania, <u>Intercultural Community Centre</u>- <b>Confirmed</b>            11:30 – 12:00 Muhamet Rapi, Our Generation for Community <u>Intercultural Community Centre</u> - <b>Confirmed</b>            12:30 – 13:00 Matilda Terolli Integrimi Rinor, <u>Intercultural Community Centre</u> - <b>Confirmed</b>            13:00 – 13:30 Alketa Zalleme and Erion Jonusllari, Local Community Development Coordinator, <u>Intercultural Community Centre</u> - <b>Confirmed</b>            13:30-15:00 Lunch and Travel to Pogradec</p> <p><i>Interviews in Pogradec</i>            15:00 – 15:30 Shpetim Dute, Egyptian Employee at local government unit Bucimas, Pogradec, <u>Pogradec Intercultural Community Centre</u> - <b>Confirmed</b>            15:30 – 16:00 Valentina Veshollari Roma/Egyptian Employee at <u>Pogredc Intercultural Community Center</u>- <b>Confirmed</b>            16:00 – 16:30 Visit in Pelion Road – Valentina to accompany- <b>Confirmed</b></p> <p><i>Travel to Skopje</i></p>	<p><i>One focus in Korça at Intercultural Community Center</i>            10:00 – 12:00- <b>Confirmed</b></p> <ul style="list-style-type: none"> <li>• Beneficiaries of public information campaigns on public and social services</li> <li>• Recipients of start-up tool kits for income diversification</li> <li>• Beneficiaries of CUP ( intercultural center and sports ground)</li> </ul> <p>12:00 – 12:45 <i>Interview in Korça: NGO Embroidery Association</i>- <b>Confirmed</b></p> <p>13:00-15:00 Lunch and Travel to Pogradec</p> <p>15:00-16:00 <i>One focus group in Pogradec at City’s Cultural Center</i>- <b>Confirmed</b></p> <ul style="list-style-type: none"> <li>• Beneficiaries of CUPs ( <i>Pelion Road and Intercultural community center</i>)</li> <li>• Women farmers benefitting from project activities</li> <li>• Roma/Egyptian CSOs in Pogradec ( CERA, Egyptian Brotherhood)</li> </ul> <p><i>Travel to Tirana</i></p>

### 6-7 July 2015: Data collection by National Evaluation Expert (Elida Metaj) in Vlora region

#### National Evaluation Expert (Elida Metaj)

##### *Interviews in Novosela*

08:30-09:00 Mr. Kanan Shakaj Mayor/Head of Commune, Novosela Commune Premises- **Confirmed**

09:00 – 09:30 Ganimete Kalemi, Romani municipal employee, Novosela kindergarten- **Confirmed**

09:30 – 10:00 Fatos Koci, Voice of Roma in Albania, Novosela kindergarten- **Confirmed**

10:00 – 10:30 Luljeta Kazanxhiu, Roma Women Center for Development, Novosela kindergarten- **Confirmed**

10:30 – 11:30 *One Focus group in Novosela: Mothers of children attending kindergarten*- **Confirmed**

11:30 – 12:00 Interview with kindergarten teacher Novosela kindergarten- **Confirmed**

Travel to Vlora

##### *Interviews in Vlora*

12:30 13:00 Valbona Gace, representative of Vlora Regional Council - **Confirmed**

13:10 – 13:40 Gjinovefa Xhori, Employment Office- **Confirmed**

14:00 – 14:30 Mirela Koci, AULEDA ( Vlora Local Economic Development Agency) AULEDA Premises- **Confirmed**

14:30 – 15:30 *Focus group in Vlora, AULEDA Office*- **Confirmed**

- Beneficiaries of public information campaigns on public and social services
- Recipients of start-up tool kits for income diversification
- Beneficiaries of CUP for rehabilitation of Llonxhe road
- Shushica women farmers benefitting from project activities

15:30 – 16:00 Klodiana Tosuni, Local Community Development Coordinator- **Confirmed**

**ANNEX 4: STAKEHOLDERS INTERVIEWED**

<b>Name (Last, First)</b>	<b>Affiliation</b>	<b>Date of interview</b>	<b>Location of interview</b>
Ahmetaj, Luan	MedAlb	1 July 2015	Tirana
Aliaj, Burbuqe	Novosela kindergarten	6 July 2015	Novosela
Aliu, Emiliano	PA (previously)	1 July 2015	Tirana
Baraku, Irma	CPD	29 June 2015	Tirana
Bozo, Ilda	MoSWY	29 June 2015	Tirana
Calabretta, Stefano	EU Delegation	29 June 2015	Tirana
Dango, Liliana	NCCS	1 July 2015	Tirana
Dekovi, Olsi	Council of Europe	1 July 2015	Tirana
Dute, Shpetim	Buçimas Commune	3 July 2015	Pogradec
Filo, Sotiraq	Korça Municipality	3 July 2015	Korça
Frashëri, Ildir	Regional Health Directorate	30 June 2015	Berat
Furxhi, Liliana	National Transitory Center for Emergencies	29 June 2015	Tirana
Gace, Valbona	Vlora Regional Council	6 July 2015	Vlora
Gjermeni, Erida	Reporter	1 July 2015	Tirana
Habilaj, Erion	Jornalist	2 July 2015	Tirana
Hajrullaj, Enkeleida	Community Development Coordinator	30 June 2015	Berat
Harapi, Anila	CPD (previously)	1 July 2015	Tirana
Hoxha, Vjollca	Berat Municipality	30 June 2015	Berat
Hroni, Sotiraq	IDM	1 July 2015	Tirana
Jonusllari, Erion	Community Development Coordinator	3 July 2015	Korça
Kalemi, Ganimete	Novosela Commune	6 July 2015	Novosela
Kanaci, Dalip	Otlak Commune	30 June 2015	Berat
Kazanxhiu, Luljeta	CSO Roma Women Center for Development	6 July 2015	Novosela
Koçi, Fatos	CSO Voice of Roma in Albania	6 July 2015	Novosela
Koçi, Mirela	AULEDA	6 July 2015	Vlora

Kosturi, Arben	CSO Disutni Albania	3 July 2015	Korça
Kurti, Orsiola	IDM	1 July 2015	Tirana
Laco, Pandi	Goodwill Ambassador for Cultural Diversity	1 July 2015	Tirana
Lako, Entela	UNDP	29 June 2015	Tirana
Laska, Alma	Employment Office	30 June 2015	Berat
Leidekker, Marco	Council of Europe	1 July 2015	Tirana
Lile, Arian	CSO Sfinksi	1 July 2015	Tirana
Lopari, Enkeleida	MoSWY	2 July 2015	Tirana
Malevi, Jarida	UNDP	29 June 2015	Tirana
Mitro, Irena	MoSWY	29 June 2015	Tirana
Myrteli, Laver	CSO United Roma	30 June 2015	Berat
Oruc, Yesim	UNDP	29 June 2015	Tirana
Pasko, Genci	TACSO	1 July 2015	Tirana
Pirani, Blerina	CPD	29 June 2015	Tirana
Ramizi, Mirjeta	OSCE-ODIHR (previously)	1 July 2015	Tirana
Rapi, Muhamet	CSO Our Generation for Community	3 July 2015	Korça
Rrenja, Meleqe	CSO Roma Women of Tomorrow	1 July 2015	Tirana
Rrenja, Nadire	CSO Roma Women of Porre	30 June 2015	Berat
Shakaj, Kanan	Novosela Commune	6 July 2015	Novosela
Shori, Eno	Intercultural Community Center	30 June 2015	Berat
Taço, Xheladin	National Transitory Center for Emergencies	29 June 2015	Tirana
Terolli, Matilda	Integrimi Rinor	3 July 2015	Korça
Tosuni, Klodiana	Community Development Coordinator	6 July 2015	Vlora
Veliu, Skënder	CSO Amaro Drom	1 July 2015	Tirana
Veshollari, Valentina	Pogradec Municipality	3 July 2015	Pogradec
Xhamo, Majlinda	Regional Education Directorate	30 June 2015	Berat
Xhori, Gjinovefa	Employment Office	6 July 2015	Vlora
Zguri, Ilir	Korça Municipality	3 July 2015	Korça



Zhapa, Elena	Employment Office	3 July 2015	Korça
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## ANNEX 5: PARTICIPANTS IN FOCUS GROUPS

### Berat, 30 June 2015

Name (Last, First)	Stakeholder category
Balla, Kristaq	Recipient of start-up tool kits for income diversification
Dalipi, Besmr	Activist
Dulla, Kastriot	Activist
Muhuxhini, Bedrana	Beneficiary of public information campaigns on public and social services
Qorii, Silvana	Activist
Rroli, Xhensila	Beneficiary of public information campaigns on public and social services
Zerellari, Aishe	Beneficiary of public information campaigns on public and social services
Zerellari, Majlinda	Beneficiary of public information campaigns on public and social services
Zerellari, Marinela	Beneficiary of public information campaigns on public and social services
Zerellari, Sotir	Recipient of start-up tool kits for income diversification

### Korça, 3 July 2015

Name (Last, First)	Stakeholder category
Alushi, Nertila	Recipient of start-up tool kits for income diversification
Fejzo, Maljinda	CSO Beneficiary of Small Grants Program
Kosturi, Arben	CSO Beneficiary of Small Grants Program
Tare, Etleva	CSO Beneficiary of Small Grants Program
Terolli, Matilda	CSO Beneficiary of Small Grants Program

### Pogradec, 3 July 2015

Name (Last, First)	Stakeholder category
Ali, Flora	Recipient of start-up tool kits for income diversification
Duti, Shpetim	CSO Beneficiary of Small Grants Program
Mahmutllari, Blendi	CSO Beneficiary of Small Grants Program
Veshollari, Vasilika	Recipient of start-up tool kits for income diversification
Xhambazi, ledi	Beneficiary of public information campaigns on public and social services

**Novosela, 6 July 2015**

<b>Name (Last, First)</b>	<b>Stakeholder category</b>
Gjonacari, Artta	Beneficiary of CUP/kindergarten
Gjoncari, Visi	Beneficiary of CUP/kindergarten
Hyso, Lina	Beneficiary of CUP/kindergarten
Mocka, Mariola	Beneficiary of CUP/kindergarten
Mocka, Mirela	Beneficiary of CUP/kindergarten
Ngjelo, Valbona	Beneficiary of CUP/kindergarten
Selimi, Sara	Beneficiary of CUP/kindergarten

**Vlora, 6 July 2015**

<b>Name (Last, First)</b>	<b>Stakeholder category</b>
Dule, Kelmen	Recipient of start-up tool kits for income diversification
Hajdinaj, Kristo	Recipient of start-up tool kits for income diversification
Latifaj, Alma	Recipient of start-up tool kits for income diversification
Latifaj, Marcellino	Employment Coach
Loshi, Gezim	Recipient of start-up tool kits for income diversification
Loshi, Gezim	Recipient of start-up tool kits for income diversification
Loshi, Shkelqim	Recipient of start-up tool kits for income diversification
Rrenja, Nevila	Recipient of start-up tool kits for income diversification
Vizani, Sebastian	Recipient of start-up tool kits for income diversification
Xhezo, Ana	Recipient of start-up tool kits for income diversification

## ANNEX 6: RESEARCH INSTRUMENTS

### Questions for focus groups

#### *Questions for focus group: Beneficiaries of Community Upgrading Projects (CUPs)*

1. What has changed in your neighborhood in the last couple of years? (How did the changes come about? How much do the changes affect you?)
2. What has gotten worse in your neighborhood in the last couple of years? (How/why did this happen? What is the worst thing about this neighborhood now?)
3. What has gotten better in your neighborhood in the last couple of years? (How/why did this happen? What is the best thing about this neighborhood now?)
4. How much were you involved in the CUP in your neighborhood? (Who was involved in designing it? Who was involved in implementing it? Who maintains it?)
5. What do you think about the CUP implemented in your neighborhood? (How does it function? What has changed for people in your neighborhood as a result of the CUP?)

#### *Questions for focus group: Beneficiaries of public information campaigns*

1. How many of the children in your neighborhood go to school? (Where do they go to school? How are the schools? How many children finish primary education? How many finish secondary education? What has changed in the last couple of years? Why?)
2. How is the employment situation in your neighborhood? (What are your experiences with the employment office? What kinds of help does the employment office provide? How do the workers in the employment office treat you? What has changed in the last couple of years? Why?)
3. How is access to healthcare in your neighborhood? (Where do people from your neighborhood go when they need a doctor? How do healthcare workers treat you? What has changed in the last couple of years? Why?)
4. Where do people in your neighborhood go when they have a problem which they and their family can't solve themselves? (Why?)

#### *Questions for focus group: Mothers of children attending kindergarten in Novosela*

1. What has changed in your neighborhood in the last couple of years? (How did the changes come about? How much do the changes affect you?)
2. What has gotten worse in your neighborhood in the last couple of years? (How/why did this happen? What is the worst thing about this neighborhood now?)
3. What has gotten better in your neighborhood in the last couple of years? (How/why did this happen? What is the best thing about this neighborhood now?)
4. How did the kindergarten come to be? (Who was involved in designing it? Who was involved in building it? Who was involved in equipping it? Who works there?)
5. What do you think about the kindergarten? (How does it function? What has changed for people in your neighborhood as a result of the CUP?)

*Questions for focus group: Recipients of start-up tool kits for income diversification*

1. What was included in your start-up tool kit? (What was your role in deciding what the tool kit would include?)
2. How easy/difficult was it to use your start-up tool kit? (Why?)
3. What did the start-up tool kit allow you to do that you couldn't do before you received it?
4. How has your employment situation changed since you received the start-up tool kit? (What did you do for income before you received the start-up tool kit? What do you do for income now?)
5. How has your level of income changed since you received the start-up tool kit? (Why?)

*Questions for focus group: Women farmers*

1. What do you grow? (For how long have you grown it? How do you decide what to grow?)
2. How do you sell what you grow? (Where do you sell it? Who else is involved in marketing?)
3. What kind of assistance did you receive through the project? (How useful was it? Why?)
4. How has your employment situation changed since you received assistance through the project? (What did you do for income before you received assistance through the project? What do you do for income now?)
5. How has your level of income changed since you received assistance through the project? (Why?)

## Interview guides

### *Interview guide:*

- *AULEDA*
  - *MEDALB*
1. What was your organization's role in connection with the project?
  2. What is your assessment of the implementation of the project activities in which your organization was involved?
  3. What is your assessment of the results of the project activities in which your organization was involved?
  4. How successful were the activities in bringing about increased income generation by Roma- and Egyptian-run businesses?
  5. Which factors are most important for explaining the achieved results?
  6. Which of the activities in which your organization was involved was most successful?
  7. Which of the activities in which your organization was involved was least successful?
  8. What is the most important result of your organization's work on the project?
  9. Which factors are most important for explaining the achieved results?
  10. How will the results of your work on the project be affected by the project ending?

### *Interview guide:*

- *Commissioner for Protection from Discrimination*
  - *People's Advocate*
1. What was the role of your institution in connection with the project?
  2. What is your assessment of the implementation of the activities taken on by your institution?
  3. What is your assessment of the results of the activities implemented by your institution?
  4. How did the support for Facilitators for Protection from Discrimination affect:
    - a. The work of the Commissioner for Protection from Discrimination/People's Advocate?
    - b. The professional career of the Facilitators?
    - c. Implementation of the Roma Strategy and Decade Action Plan?
  5. Which of the activities undertaken by your institution were most successful?
  6. Which of the activities undertaken by your institution were least successful?
  7. What is the most important result of your institution's work on the project?
  8. Which factors are most important for explaining the achieved results?
  9. How will the results of your institution's work on the project be affected by the project ending?

*Interview guide: Community Development Coordinator*

1. What was your role in connection with the project?
2. To what extent do the objectives and design of the project respond to locally defined stakeholders' needs and priorities?
3. What real difference have the activities made to the beneficiaries? What are the most significant changes that this project has supported and generated? What would conditions have been like without the project intervention?
4. What is your assessment of the implementation of the project activities in which you were involved?
5. What is your assessment of the results of the project activities in which you were involved? To what extent are the expected objectives/results of the project achieved? Which indicators demonstrate that?
6. How successful was the project in increasing participatory planning by Roma and Egyptians?
7. Which of the activities in which you were involved was most successful?
8. Which of the activities in which you were involved was least successful?
9. What is the most important result of your work on the project?
10. How effective/cooperative/supportive was the participation of regional and local authorities?
11. How effective was the support for delivery of the project provided by UNDP project management structure, managerial staff and coordination mechanisms?
12. What are the changes (positive and negative) produced at institutional/national/regional/local/community level?
13. Which factors are most important for explaining the achieved results?
14. How will the results of your work on the project be affected by the project ending?
15. What are your plans for after the project ends?

*Interview guide:*

- *Council of Europe*
- *EU Delegation*
- *OSCE-ODIHR*
- *TACSO*
- *UNDP*

1. How successful was the project in producing the expected results (and why):
  - a. Increased participatory local planning by Roma and Egyptians?
  - b. Increased civil society capacity:
    - i. To combat discrimination?
    - ii. To access funding schemes (both national and international)?
  - c. Increased income generation by Roma- and Egyptian-run businesses?
  - d. Increased capacity of the Ministry of Social Welfare and Youth to monitor implementation of the strategy and action plan for Roma?
  - e. Improving the public image of Roma and Egyptian communities?
  - f. Increasing awareness among Roma and Egyptians about instruments for their (social) inclusion?
2. Which factors are most important for explaining the achieved results?
3. In which domain(s) was the project least successful?
4. What is the most important effect of the project?
5. How will the results of the project be affected by the project ending?

*Additional questions for UNDP only*

6. To what extent are the objectives and design of the project in line with strategic goals and priorities defined in UN country programme/One UN Programme of Cooperation?
7. To what extent do the objectives and design of the project respond to needs and priorities of the stakeholders?
8. How effective/cooperative/supportive was the participation of different relevant stakeholders (e.g. MSW, regional and local authorities, CSOs, etc.)?

*Interview guide:*

- *Emergency Transitory Center (Tirana)*
- *Intercultural Center (Berat)*
- *Kindergarten (Novosela)*

1. What was the project's role in relation to the Center/kindergarten?
2. What is your assessment of the support provided through the project?
3. What is your assessment of the results of the support provided through the project?
4. What is the most important result of the support provided the project?
5. Which factors are most important for explaining the achieved results?
6. How will the results of the provided support be affected by the project ending?



*Interview guide: Goodwill Ambassadors for Cultural Diversity*

1. What was your role in connection with the project? (What does it mean to be a Goodwill Ambassador for Cultural Diversity?)
2. What is your assessment of the effects of the Goodwill Ambassadors on the public image of Roma and Egyptian communities?
3. What is the most important result of your work on the project?
4. Which factors are most important for explaining the achieved results?
5. How will the results of your work on the project be affected by the project ending?

*Interview guide: Ministry of Social Welfare and Youth*

1. What was the Ministry's role in connection with the project?
2. To what extent do the objectives and design of the project respond to the government's Social Inclusion Strategy, R&E Action Plan at national and regional level?
3. What is your assessment of the implementation of the activities taken on by the Ministry?
  - a. How was implementation affected by the restructuring of the Ministry (especially the elimination of the Roma Technical Secretariat)?
4. What is your assessment of the results of the activities implemented by the Ministry?
5. How successful was the project in increasing the Ministry's capacity to monitor implementation of the strategy and action plan for Roma?
  - a. What is the current status of the RomAlb online data management system?
6. Which of the activities undertaken by the Ministry were most successful?
7. Which of the activities undertaken by the Ministry were least successful?
8. What is the most important result of the Ministry's work on the project?
9. Which factors are most important for explaining the achieved results?
10. How will the results of the Ministry's work on the project be affected by the project ending?

*Interview guide: National Center for Community Services*

1. What was your organization's role in connection with the project?
2. What is your assessment of the implementation of the project activities in which your organization was involved?
3. What is your assessment of the results of the project activities in which your organization was involved?
4. How successful was the project in increasing the capacity of Roma and Egyptian CSOs to combat discrimination? (How can this be seen?)
5. How successful was the project in increasing the capacity of Roma and Egyptian CSOs to access funding? (How can this be seen?)
6. Which factors are most important for explaining the achieved results?
7. Which of the activities in which your organization was involved was most successful?
8. Which of the activities in which your organization was involved was least successful?
9. What is the most important result of your organization's work on the project?
10. Which factors are most important for explaining the achieved results?
11. How will the results of your work on the project be affected by the project ending?

*Interview guide:*

- *Regional and local authorities*
- *Institute for Democracy and Mediation*

1. What was the role of your institution/organization in connection with the project?
  - a. *Additional sub-questions for Regional and local authorities only:*
    - i. Were you consulted/involved in the design of the project?
    - ii. How relevant are the project interventions to the local context?
2. What is your assessment of the implementation of the activities taken on by your institution/organization?
3. What is your assessment of the results of the activities implemented by your institution/organization?
4. How successful was the project in increasing participatory planning by Roma and Egyptians?
5. What real difference did the project activities make on the beneficiaries? What are the most significant changes that the project supported?
6. Which of the activities undertaken by your institution/organization were most successful?
7. Which of the activities undertaken by your institution/organization were least successful?
8. What is the most important result of your institution/organization's work on the project?
9. Which factors are most important for explaining the achieved results?
10. How will the results of your institution/organization's work on the project be affected by the project ending?

*Interview guide: Reporters*

1. What was your role in connection with the project?
2. What is your assessment of the quality of the training manual for reporting on minority issues? What did you learn? Have you had a chance to apply knowledge gained from the manual?
3. To what extent has the training manual affected your work?
4. What is your assessment of the effects of the training manual on the public image of Roma and Egyptian communities?
5. What is the most important result of your work on the project?
6. Which factors are most important for explaining the achieved results?
7. How will the results of your work on the project be affected by the project ending?

*Interview guide: Roma/Egyptian NGOs*

1. What was your organization's role in connection with the project?
2. What is your assessment of the implementation of the project activities in which your organization was involved?
3. What is your assessment of the results of the project activities in which your organization was involved?
4. How successful was the project in increasing the capacity of your organization to combat discrimination? (How can this be seen?)
5. How successful was the project in increasing the capacity of your organization to access funding? (How can this be seen?)
6. What are the specific capacity development activities supported by the project for your organization?
7. Which of the activities in which your organization was involved was most successful?
8. Which of the activities in which your organization was involved was least successful?
9. What is the most important result of your organization's work on the project?
10. Which factors are most important for explaining the achieved results?
11. How will the results of your work on the project be affected by the project ending?
12. What are your plans for after the project ends?

## Survey questionnaire for Roma/Egyptian CSOs

1. Name of organization
2. City in which organization is registered
3. In which regions is your organization active? (Choose all which apply)
  - a. Berat
  - b. Korça
  - c. Tirana
  - d. Vlora
  - e. Other
4. In which sectors is your organization *currently* active? (Choose all which apply)
  - a. Education
  - b. Employment/economic empowerment
  - c. Health
  - d. Housing
  - e. Anti-discrimination
  - f. Gender issues
  - g. Culture
  - h. Political representation
  - i. Other
5. In which sectors was your organization active *before* participation in activities organized in the framework of the project “Supporting Social Inclusion of Roma and Egyptian Communities” (SSIREC)?
  - a. Education
  - b. Employment/economic empowerment
  - c. Health
  - d. Housing
  - e. Anti-discrimination
  - f. Gender issues
  - g. Culture
  - h. Political representation
  - i. Other
6. What share of your organization’s activities was directed to combating discrimination *before* participation in activities organized through the SSIREC project?
  - a. All
  - b. Most
  - c. About half
  - d. Few
  - e. None

7. What share of your organization's activities is currently directed to combating discrimination?
  - a. All
  - b. Most
  - c. About half
  - d. Few
  - e. None
  
8. How did the training provided through the SSIREC project affect the capacity of your organization?
  - a. Increased very much
  - b. Increased moderately
  - c. Increased slightly
  - d. Did not increase
  
9. Which aspect of the training provided through the SSIREC project was most useful for your organization?
  - a. Project cycle management
  - b. Guidelines for applicants
  - c. Grant application format
  - d. Budgeting
  
10. Which aspect of the training provided through the SSIREC project was *least* useful for your organization?
  - a. Project cycle management
  - b. Guidelines for applicants
  - c. Grant application format
  - d. Budgeting
  
11. How did participation in the SSIREC project activities affect your organization's capacity to combat discrimination?
  - a. Increased very much
  - b. Increased moderately
  - c. Increased slightly
  - d. Did not increase
  
12. How did participation in the SSIREC project activities affect your organization's capacity to access funding schemes outside the SSIREC project?
  - a. Increased very much
  - b. Increased moderately
  - c. Increased slightly
  - d. Did not increase

13. How did participation in SSIREC project activities affect your organization's collaboration with other CSOs from Roma and/or Egyptian communities?
  - a. My organization collaborates much more with other CSOs from Roma and/or Egyptian communities as a result of our participation in SSIREC project activities
  - b. My organization collaborates somewhat more with other CSOs from Roma and/or Egyptian communities as a result of our participation in SSIREC project activities
  - c. My organization's collaboration with other CSOs from Roma and/or Egyptian communities was not affected by our participation in SSIREC project activities
  - d. My organization collaborates less with other CSOs from Roma and/or Egyptian communities as a result of our participation in SSIREC project activities
  
14. How did participation in the SSIREC project activities affect your organization's collaboration with CSOs *not* from Roma or Egyptian communities?
  - a. My organization collaborates much more with CSOs *not* from Roma or Egyptian communities as a result of our participation in SSIREC project activities
  - b. My organization collaborates somewhat more with CSOs *not* from Roma or Egyptian communities as a result of our participation in SSIREC project activities
  - c. My organization's collaboration with CSOs *not* from Roma or Egyptian communities was not affected by our participation in SSIREC project activities
  - d. My organization collaborates less with CSOs *not* from Roma or Egyptian communities as a result of our participation in SSIREC project activities
  
15. Was your organization consulted on the design of the application package for the small grants program?
  - a. Yes
  - b. No (If not, then skip the next question and proceed to the following one)
  
16. If so, how much was the feedback from the consultation process visible in the final version of the application package?
  - a. Visible
  - b. Not visible
  - c. Don't remember
  
17. Did your organization receive a small grant through the SSIREC project?
  - a. Yes
  - b. No (If not, then please skip to question 27.)
  
18. What issue(s) did your grant address?
  
19. What changes did the grant bring to Roma and/or Egyptian communities?
  
20. What were the main challenges and constraints to implement the grant?

21. For what was your organization's participation in the small grant program *most* useful?
  - a. Building the organization's capacity to prepare applications for funding
  - b. Building the organization's capacity for program management
  - c. Building the organization's capacity for financial management
  - d. Combating discrimination against Roma and Egyptians
  - e. Other (please specify)
  
22. For what was your organization's participation in the small grant program *least* useful?
  - a. Building the organization's capacity to prepare applications for funding
  - b. Building the organization's capacity for program management
  - c. Building the organization's capacity for financial management
  - d. Combating discrimination against Roma and Egyptians
  - e. Other (please specify)
  
23. How many times was your organization's small grant project monitored during implementation?
  - a. 3 or more times
  - b. Twice
  - c. Once
  - d. My organization's small grant project was not monitored during implementation
  
24. Was your organization's small grant project evaluated?
  - a. Yes
  - b. No (If not, then please skip to question 27.)
  
25. If so, how were the findings of the evaluation communicated to your organization?
  - a. The findings were communicated in written and verbal form
  - b. The findings were communicated in written form only
  - c. The findings were communicated in verbal form only
  - d. The findings were not communicated to my organization
  
26. How useful were the findings of the evaluation for your organization?
  - a. Very useful
  - b. Moderately useful
  - c. Not very useful
  - d. Useless
  
27. Please describe the most important result of your organization's participation in the SSIREC project.

## **ANNEX 7: MOST SIGNIFICANT CHANGE STORIES**

### **Story 1: Establishing the National Transitory Center for Emergencies**

The National Transitory Center for Emergencies was initially set up in October 2013 to respond to the housing emergency for 53 displaced Roma families resulting in July 2013 from a court decision which allowed the former owners of the land on which an informal Roma settlement was built to develop their land and evict its inhabitants. Responding to this situation, which left the families homeless, MoSWY agreed with the Ministry of Defense on the establishment of a temporary housing facility on premises owned by the Ministry of Defense to provide emergency housing support for the Roma families.

Because the premises were in poor condition, UNDP through the SSIREC project provided support for their rehabilitation to provide appropriate accommodation. Other international donors (UNICEF, Terre des Hommes, ARSIS) mobilized additional resources to provide psycho-social services to the evicted families.

In January 2015, a decision of Council of Ministers granted the facility the status of National Transitory Center for Emergencies. Placed under the management of State Social Services, the Center has eight staff members (a director, a community coordinator, two social workers, and three psychologists). An annual budget of 10 000 000 ALL (approximately 70 000 EUR) covers the Center's operational costs.

As of late June 2015, there were 41 families housed in the Center, counting 160 inhabitants half of whom are 0-18 years old. The Center features an intercultural center operating a kindergarten for children of pre-school age. Older children attend the public school in the neighboring area.

The Center has developed policies for raising families' awareness on self-maintenance. In addition to setting a maximum period of two years for staying in the Center, the Center has introduced a requirement that residents pay their own energy and water bills after the first year. Further, the Center provides support for employment and facilitates access to social services.

Recent additions to the Center include 10 new accommodation units of higher standard to motivate residents to progress in their transition from the Center to mainstream society, as well as four emergency accommodation units (rehabilitated with UNDP support beyond the SSIREC project) to provide short-term accommodation to the most vulnerable families. As stated by a member of the Center's staff, "It is important for [residents of the Center] to understand that this is a temporary and not a permanent solution. No one can support them endlessly and they should be prepared for the phase out. There are six families that have moved out and have rented their place and they are a good example that if they work they can make it."

### **Story 2: Learning about social inclusion in Novosela kindergarten**

Novosela Commune has 2 000 inhabitants, of whom close to 10% (170) are Roma. As small landowners, Roma in Novosela constitute a quite stable population. Based on the needs and priorities identified by the local community, SSIREC supported the Novosela Commune with reconstruction of the kindergarten, with the renovated facility inaugurated in February 2014.



Unlike the former kindergarten, which was run down and plagued with high humidity resulting in mold which brought on respiratory allergies among children attending, the renovated kindergarten provides healthy and safe conditions for playing and learning. The rebuilt facility also features bathrooms, which the facility previously lacked. Additionally, the kindergarten houses a library provided by UNDP as well as teaching materials and educational toys provided by UNICEF. Outside the kindergarten building is a playground, provided by UNDP in 2015.

Conditions in and around the renovated kindergarten have made it more attractive than the previous facility, as demonstrated by increased attendance among both Roma and non-Roma children. A total of 36 children including 10 Roma (six of whom are girls) attend the kindergarten regularly. Active interaction among children is encouraged to facilitate communication and learning of Albanian by Roma children to prepare them for primary school.

The renovated kindergarten is run by a board of five parents, including one Roma parent. A Roma member of staff has been appointed by the commune to maintain the facility. At the same time, the Roma staff member acts as a facilitator with Roma families and accompanies Roma children every day to the kindergarten.

The model of social inclusion offered by the kindergarten has also been picked up by the primary school next door. Reconstruction of the kindergarten motivated the commune to look for funding to re-build the primary school, with members of the local community pointing to the contrast between the quality of the renovated kindergarten and the old primary school. Following a successful application to the Albanian Development Fund, the renovated primary school will open its doors to children in September 2015.

Drawing on the momentum of the kindergarten and primary school, the head of commune plans to propose to the local council a plan to upgrade the green area surrounding the kindergarten, primary school, and secondary school to make it a community area.

### **Story 3: Empowering local Roma CSOs**

The CSO “Voice of Roma in Albania” was established in 2011 and is mainly composed of young Roma activists. The organization’s first grant came in 2012, through the UNDP project “Empowering Vulnerable Local Communities.” More recently, SSIREC provided Voice of Roma with a small grant for a project to promote return and attendance of children in school and kindergarten.

The project succeeded in returning 13 children from Novosela Commune to school and kindergarten. A key ingredient of the project’s success was Voice of Roma’s ability to communicate to parents the importance of education for their children. While working under this grant, the CSO secured another grant from the Open Society Foundation for Albania to complement and extend its efforts to promote the value of education among Roma and Egyptian communities.

The role of the small grant from SSIREC in helping Voice of Roma to develop its services to local Roma and Egyptians is summarized in the following statement by the organization’s

director, Fatos Koçi: “Capacity building, the grant scheme and continuous whole cycle coaching in grant implementation was a well-thought approach by UNDP and quite useful to us as a CSO. Learning by doing and applying the knowledge acquired helped us grow every day and all the process has been a valuable learning experience. These experiences have empowered and capacitated us to serve our communities.”

#### **Story 4: Discovering personal potential**

Marcelino is a young Egyptian law graduate Vloa University and an activist for Roma and Egyptian rights. He benefited from the five-day coaching program provided by the local development organization Auleda and subsequently served as employment coach under SSIREC. According to Marcelino, the experience he gained through activities supported under SSIREC led him to discover his potential as a community leader and mobilizer: “I supported the beneficiaries with market research, provided them business skills and advice. This also helped me develop my business idea as well as to set up a car wash with the support of the project. I developed the business plan and rented the place and I am quite positive that I will make it.”

## ANNEX 8: SOURCES CONSULTED

### Basic project documents

Supporting Social Inclusion of Roma and Egyptian Communities: Proposal to European Union Delegation to Albania (2012)

Logical Framework for the Project: Supporting Social Inclusion of Roma and Egyptian Communities (2012)

### Project work plans

Work Plan: Supporting the Social Inclusion of Roma and Egyptian Communities (SSIREC) Project, July 2012-December 2014

Work Plan: Supporting the Social Inclusion of Roma and Egyptian Communities (SSIREC) Project, January 2013-December 2013

Work Plan: Supporting the Social Inclusion of Roma and Egyptian Communities (SSIREC) Project, January 2014-December 2014

Work Plan: Supporting the Social Inclusion of Roma and Egyptian Communities (SSIREC) Project, January 2015-December 2015

### Project reports

1<sup>st</sup> Interim Progress Report, for the period July 2012-December 2013, Supporting Social Inclusion of Roma and Egyptian Communities (SSIREC)

2<sup>nd</sup> Interim Progress Report, for the period July 2012-December 2014, Supporting Social Inclusion of Roma and Egyptian Communities (SSIREC)

Final Report, for the period July 2012-June 2015, Supporting Social Inclusion of Roma and Egyptian Communities (SSIREC)

Objectives v. Results Matrix as of December 31, 2014

Progress vs. Objectives Matrix, updated 30 June 2015

SSIREC Budget Expenditures (Excel file, 2015)

### Other documents

Allen, Richard, Steven O'Connor, Melita Petanovic, and Nicoleta Bitu. 2015. *Thematic Evaluation on IPA Support to Roma Communities: Final Report*. Kielce: EPRD Office for Economic Policy and Regional Development Ltd.

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Davies, Rick, and Jess Dart. 2005. *The 'Most Significant Change' (MSC) Technique: A Guide to Its Use*. Cambridge and Hastings: RJ Davies and J Dart.

De Soto, Hermine G., Sabine Beddies, and Ilir Gedeshi. 2005. *Roma and Egyptians in Albania: From Social Exclusion to Social Inclusion*. Washington, D.C.: The World Bank.

European Commission. 2011. *An EU Framework for National Roma Integration Strategies up to 2020. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions COM (2011) 173 final*. Brussels: Commission of the European Communities.

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Neziri Angoni, Miriam. 2013. *Communication Strategy: Supporting Social Inclusion of Roma and Egyptian Communities in Albania (Berat, Korca & Vlora)*. Tirana: United Nations Development Programme.

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